

***Economic empowerment
of women survivors of
gender-based violence***

Irma Maharaj, SBCWC, 2006

Violence ends here ● one stop

SAARTJIE BAARTMAN CENTRE FOR WOMEN AND CHILDREN

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Executive summary

This study assesses the effectiveness of the economic empowerment programme of the Saartjie Baartman Centre for Women and Children (SBCWC) in empowering women with skills that could assist them in achieving a degree of financial independence. The Centre believes that if women are equipped with skills that could help to improve their prospects of securing meaningful employment, they may have a wider range of viable choices when they make decisions that affect their lives.

Results of the study will be used to inform existing and new job skills development projects at the SBCWC and to highlight the value of the economic empowerment programme for all stakeholders, including the women. It could also be used by other organisations running similar programmes.

This report shows that the key role-players have experienced definite successes and benefits as a result of the Centre's economic empowerment programme. Management and staff felt the process of developing the programme was a rich learning experience in terms of the link between gender-based violence, trauma and job skills development. They felt gratified to see how the shelter residents' confidence grew from their time of arrival to the time of their departure.

Centre management felt it was fulfilling its function as service provider by offering the women opportunities to learn income-generating skills. Management also believed it was addressing the women's need to earn an income while staying at the shelter by enabling them to perform paid duties. Further benefits for the Centre included receiving financial contributions from partner organisations, and from funders for the economic empowerment projects. The shelter benefited by saving on petty cash expenditure as a result of the women being able to earn some money and contribute to expenses such as travelling costs.

The economic empowerment partners appreciated being able to refer clients to the various on-site service providers and to be able to learn about gender-related issues. They

also felt that the location of the Centre was more favourable in terms of safety and accessibility than if it was situated in the heart of Manenberg. Funding opportunities for the economic empowerment providers were increased by virtue of the partnership with the Centre.

The benefits of the programme to the women included the fact that their confidence and self-esteem increased as a result of the knowledge and skills they acquired. Some women felt sufficiently empowered to take steps to change the dynamics of their relationship with the perpetrator. The women appreciated learning skills that they might otherwise not have done and they felt that the newly acquired skills could help them to secure employment. They had the opportunity to learn work ethics and valued being able to earn an income while in the shelter. Nine out of the eighteen shelter interviewees secured either permanent or part-time work as a result of being at the Centre.

The challenges encountered during implementation were testimony to the complexity of such a programme. Challenges presented by the programme included the Centre's difficulty in securing suitable service providers who would pay fair wages and provide meaningful training programmes. The Centre experienced difficulty in maintaining continuity in service provision as a result of new partners offering different services to previous partners.

Non-compliance with partnership agreements was an ongoing problem. The Centre found it difficult to measure levels of success of the programmes and projects and to determine whether partners were complying with contract conditions due to the lack of formal monitoring and evaluation processes. The lack of systematic data collection systems in terms of Centre client and shelter resident information also made it difficult to measure levels of success. Another challenge was the lack of a tracking system which rendered the Centre unable to contact ex-trainees when work opportunities arose. These gaps in services are a result of limited human and financial resources as well as the inherent difficulties of serving a very mobile population.

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Partner organisations felt that their services were not reaching shelter residents to the extent that they wished. They felt that there was sometimes a lack of commitment on the part of the women in terms of participating in and completing training courses. Those who ran sewing projects found that they were not sustainable in the long term due to a drop in demand for locally manufactured goods. Partners felt they were not working closely enough in terms of sharing experiences and being supportive of one another.

Challenges that the women experienced included missing out on valuable counselling while they were attending training courses. They often traded the opportunity to participate in longer-term training projects that offered valuable skills for work that provided immediate albeit modest financial rewards as they needed an income. Challenges also included limited contact between the women and the job skills manager and lack of formal training in C.V. writing, interviewing skills and job seeking strategies. Further challenges were encountered in terms of prohibitive criteria set by some partner organisations and a shortage in job opportunities for the women. Some believed that the three-month maximum stay at the shelter made it difficult for the women to participate meaningfully in the programme.

The following recommendations emerge from the study for Centre/shelter management and staff, and the Centre's Board of Management:

- Conduct regular strategic planning for the economic empowerment programme and put in place operational plans to ensure proper implementation;
- Introduce a service level agreement that clearly defines the relationship between the Centre and the partner organisations in terms of service delivery, rights, responsibilities, boundaries, conditions, expectations and penalties;
- Put in place on-going monitoring and evaluation systems in order to assess whether short and long-term goals are being met;
- Resuscitate existing Centre programmes such as the soap factory in an attempt to make them financially sustainable;
- Extend the childcare assistance project to provide relief for the childcare worker during lunchtimes;

- Screen prospective partners in terms of ideological views and values as well as work ethics in order to ensure that the women receive the best possible services;
- Forge partnerships with organisations that observe sound labour and business practices;
- Create and maintain databases for Centre clients and shelter residents;
- Create and maintain a tracking system for Centre clients and shelter residents, which will enable the Centre to follow up on ex-residents and ex-trainees;
- Ensure that the needs of both the women and the Centre are met when choosing partners;
- Make certain that economic empowerment projects remain flexible and make allowances for the special needs of the women served by the Centre;
- Conduct initial assessments with the shelter residents to establish their strengths, weaknesses and needs in terms of training and employment;
- Implementing staff should work in close liaison with the residents in order to monitor the progress of the individual on a weekly basis;
- Consider increasing residents' stay from three to approximately six months and implementing a three-stage programme to ensure that the residents derive maximum benefits from the projects;
- Pay a stipend, if possible, to the women while in training;
- Extend training opportunities to ex-residents;
- Prepare the women more adequately for the workplace by offering counselling in work ethics, C.V. writing, interviewing skills and job-seeking strategies;
- Increase job placement opportunities by encouraging partner organisations to employ the women and by linking them to organisations and institutions that could offer leads to work opportunities; and
- Expose the women to business exposés and exhibitions and encourage them to establish their own businesses.



Glossary of terms

| | |
|----------|--|
| AGI | African Gender Institute |
| AusAID | Australian Agency for International Development |
| BoM | Board of Management |
| CASE | Community Agency for Social Enquiry |
| CBO | Community-based organisation |
| CLC | Community Law Centre |
| CMT | cut, make and trim |
| CV | Curriculum vitae |
| CWD | Catholic Welfare and Development |
| DoL | Department of Labour |
| DoSD | Department of Social Development |
| HDI | Historically disadvantaged individual |
| HIV/AIDS | Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome |
| LFS | Labour Force Survey |
| MAP | Muslim Aids Programme |
| MRC | Medical Research Council |
| NGO | Non-governmental organisation |
| PCT | Partnership Co-ordinating Team |
| PPP | Public-private partnership |
| RAG | Resource Action Group |
| SANCA | South African National Council on Alcoholism and Drug Dependence |
| SANParks | South African National Parks |
| SBCWC | Saartjie Baartman Centre for Women and Children |
| SETA | Sector Education and Training Authority |
| SLA | Service level agreement |
| SMME | Small, medium and micro-enterprise |
| StatsSA | Statistics South Africa |
| THETA | Tourism, Hospitality and Sport Education and Training Authority |
| UCT | University of Cape Town |
| UNISA | University of South Africa |
| UWC | University of the Western Cape |

1. Introduction

Context and background

The Saartjie Baartman Centre for Women and Children (SBCWC) conducted this research project in order to assess the effectiveness of its economic empowerment programme on women survivors of gender-based violence. The need for a study of this nature was identified in a preliminary research study that was commissioned by the SBCWC in 2002 to identify the research needs of the Centre. The preliminary study was conducted by Debbie Budlender of Community Agency for Social Enquiry (CASE), Jane Bennett from the African Gender Institute (AGI) at the University of Cape Town (UCT), and Ilse Ahrends from the SBCWC. The Centre manager, Synnø Skorge, was consulted throughout the process. Centre partners also participated fully in the study. The results of the preliminary study formed the basis of the funding proposal for this research project. The preliminary study identified the following as the main areas needing to be researched:

- Documenting the history of the Centre;
- Looking at the economic empowerment of women within the context of violence, focusing on the interaction between economic empowerment services and life skills programmes offered at the Centre;
- Investigating a standardised system of record keeping on clients of all partners;
- Looking at the possibility of compiling an archive of material for talks and articles to serve as a shared resource among partners; and
- Examining the merits of involving men in various roles at the Centre.

In early 2005, the Centre completed the first project, *Saartjie Baartman Centre for Women and Children: The Story (SBCWC Story)*. The *SBCWC Story* formed the basis of the Centre's second document, *Guidelines: How to 'grow' a one-stop centre*, which was completed towards the latter part of 2005.

The need for research into the economic empowerment aspect of the Centre was also highlighted by an external evaluation of the Centre, which was conducted by Dr Riaan

Els of the Fuchs Foundation. The Department of Social Development (DoSD) and SBCWC commissioned the evaluation. It covered the three-year period from 1 June 1999 to 31 May 2002 and was completed in August 2002.

The main **objective** of this study is to assess the effectiveness of the Centre's economic development programme in empowering women with skills that would assist them in achieving a degree of financial independence. The Centre believes that if women are empowered with skills that could help to improve their chances of securing meaningful employment, they may have a wider range of viable choices when they make decisions about their lives.

Results of the study will be used to inform existing and new job skills development programmes at the SBCWC and to highlight the value of the economic empowerment programme for all stakeholders, including the women. The results could also be used to motivate the women to participate in the programmes and by other organisations that run similar programmes.

Methodology

The study was conducted at the Centre from the latter part of 2005 to mid 2006. Statistical data were collected from Centre partner organisations, Statistics South Africa (StatsSA), the Department of Labour (DoL) and the Bargaining Council for Clothing Workers.

In-depth interviews were conducted with Centre staff, including Centre and shelter managers, job skills development manager, shelter house organiser, social worker and programme/partnership support co-ordinator. In-depth interviews were also held with the four current on-site economic empowerment partners and two ex-partner organisations. Further, interviews that included structured, open-ended questionnaires, were conducted with eight shelter residents, nine ex-shelter residents, one second-stage housing resident and seven non-shelter, partner trainee/employees.

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Statistics such as duration of stay at the shelter and the number of women who were eligible for job skills training were calculated based on the shelter's intake register. The calculations are slightly inaccurate in that the shelter estimated that approximately 3%-5% of its residents were not entered into the intake register. However, these comprised mainly women who arrived after hours and stayed for one night only. They could thus not be expected to participate in the economic empowerment initiatives.

We were hoping to interview shelter residents from each year but were unable to do so as many of the women did not leave contact details and many who did were either unknown or no longer at the given addresses. As a result, we were able to trace only nine of the 57 ex-shelter residents that we tried to contact. The nine ex-shelter interviewees comprised five from 2005, three from 2004 and one from 2002. The latter happened to be visiting the Centre and agreed to participate. The low success rate that we had in contacting the women was a clear indication of the difficulty that the Centre experiences in trying to keep contact with the women once they leave the Centre.

Further difficulties arose out of the fact that many of the women were at the Shelter for relatively short periods, for example, one night, a few days or a couple of weeks. This meant that they would either not have participated in, or

not completed, any training or employment programmes and would not be in a position to contribute meaningfully to the study. We were, therefore, limited to selecting only those women who had stayed at the shelter for two months or longer because they would have completed at least some life and job skills training courses.

Other challenges that we encountered during the study included unavailability of reliable statistical data. Statistics, where available, were incomplete and in the form of raw data. Processing and analysing of the said data caused long delays.

The report provides a brief overview of the SBCWC, and then outlines the Centre's empowerment programme. It highlights the successes, benefits and challenges of the programme to the various role-players. Finally, the report makes recommendations on the way forward. The Australian Agency for International Development (AusAID) kindly provided funding for this research project.

We strongly recommend that the reader consults the *SBCWC Story* (2005) document in order to gain an overall perspective of the Centre.

2. Saartjie Baartman Centre – brief overview

The Saartjie Baartman Centre is based on public-private partnership (PPP) principles between a government department and non-governmental organisations (NGOs). The DoSD was responsible for initiating the idea of a one-stop centre, which resulted in the establishment of the SBCWC in May 1999 as an intervention strategy to address the high incidence of gender-based violence in the Western Cape Province.

and lack of job skills. Levels of unemployment among black women remain high fluctuating between 25.3% and 27.9% between September 2001 and September 2005 in the Western Cape and between 33.9% and 39.9% during the same period in South Africa (See Table 1).

The high unemployment rate among poor women often results in their being financially dependent on their

Table 1. Employment status of women aged 15-65 in South Africa and the Western Cape Province N (1 000)

| | 2001 | | 2002 | | 2003 | | 2004 | | 2005 | |
|---------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | Black | White |
| South Africa | | | | | | | | | | |
| Employed | 3839 | 892 | 3838 | 836 | 3911 | 896 | 4000 | 857 | 4361 | 867 |
| Unemployed | 2349 | 71 | 2550 | 66 | 2208 | 59 | 2049 | 53 | 2362 | 64 |
| Unemployment rate | 38% | 7.4% | 39.9% | 7.4% | 36% | 6.2% | 33.9% | 5.8% | 35.1% | 6.9% |
| Western Cape | | | | | | | | | | |
| Employed | 490 | 200 | 487 | 146 | 531 | 176 | 538 | 221 | 581 | 188 |
| Unemployed | 166 | 10 | 188 | 11 | 179 | 14 | 192 | 4 | 198 | 11 |
| Unemployment rate | 25.3% | 4.8% | 27.9% | 7.1% | 25.2% | 7.6% | 26.3% | 1.6% | 25.4% | 5.3% |

Source: Statistics South Africa, Labour Force Survey (LFS) September 2001-September 2005

Historically, women have been marginalised politically and economically in South Africa. In addition, religious and cultural practices continue to subject women to discriminatory practices and aid the entrenchment of patriarchy in society. Poverty-stricken women remain among the most vulnerable in our society.

The high unemployment rate in the Western Cape Province, especially among historically disadvantaged women, serves to heighten their vulnerability to poverty, and arguably, to abuse. Research suggests that poverty increases women's vulnerability to domestic violence but that gender-based violence cannot solely be ascribed to poverty and unemployment as the phenomenon cuts across socio-economic lines (Fedler, J. *et al* 2000).

Table 1 gives rates of unemployment among women in the Western Cape and South Africa. The high levels of unemployment are, in part, due to low levels of education

predominantly male partners. The discrepancy in the rates of unemployment between black and white women in South Africa as a whole and in the Western Cape is evidence of the great disparity that still exists, in general, on 'race' lines.

The afore-noted factors contribute to the high levels of violence against women in South Africa. A study conducted by the Medical Research Council (MRC) of South Africa suggests that a woman is killed every six hours by an intimate partner¹ in this country (Mathews *et al* 2004). The level of violent crime, including domestic violence and gang rape, is extremely high in poverty-stricken townships including Manenberg, a township on the Cape Flats where the SBCWC is situated.

The effects of gender-based violence on survivors are wide-ranging and devastating. These include physical injuries that can result in hospitalisation and permanent

1. An intimate partner is a current or ex-husband, boyfriend, same-sex partner or rejected would-be lover (Mathews *et al* 2004).

disablement. It is estimated that one in fifty women need medical care annually for injuries resulting from gender-based violence. (Fedler, J. *et al* 2000). Research suggests that survivors of gender-based violence are at risk of abusing alcohol and drugs to help them deal with depression, which sometimes ends in suicide. Survivors of gender-based violence are also known to suffer psychosomatic and cognitive disorders. Many contract sexually transmitted diseases, including HIV/AIDS, as a result of not being in a position to negotiate safe sex. Some women experience a decline in their levels of self-esteem as a result of the humiliation and degradation they suffer at the hands of their perpetrators. (Fedler, J. *et al* 2000).

Women who have experienced violence are often unable to protect their children resulting in them being physically, psychologically and/or sexually abused by the same perpetrator. Violence inflicted during pregnancy often causes birth defects. On occasion, the abused women themselves inflict violence upon their children. Children who experience violence in the home therefore often suffer impeded emotional, cognitive and behavioural development which could have long-term effects on them. (Fedler, J. *et al* 2000).

The aforementioned effects of gender-based violence serve to compound the women's sense of low self-esteem sometimes making it even more difficult for them to leave their abusive situations.

Research suggests that there are several reasons why women remain in abusive relationships. These include social and religious beliefs and practices, fear, guilt and shame, emotional and physical incapacitation, among others. Another common reason why women stay is financial dependency on the predominantly male perpetrator. Many survivors of gender-based violence in South Africa and elsewhere have to raise their children with limited access to money, and very little by way of formal education or job skills, as previously mentioned. These factors severely limit the women's choices, resulting in their often remaining in or returning to abusive relationships. The SBCWC has responded to the women's financial needs by establishing an economic empowerment (job skills development) programme, in addition to its counselling and life skills training programmes.

2.1 Aims and objectives of the Centre

The Centre aims to provide a range of services to women and children who have survived gender-based violence in a sensitive and caring way in order to reduce the possibility of secondary trauma. It strives to place the needs of the women and their children first and to maintain a gender sensitive approach.

The overall aim of the Centre is develop a replicable model of a one-stop centre for women, which is sensitive to gender, 'race' and sexual orientation (SBCWC Story 2005).

2.2 Services provided

Some of the women arrive at the Centre with nothing but the clothes they are wearing, often having fled from potentially dangerous situations. The shelter, with its extremely limited budget, assists the women by providing toiletries and outfits of clothing to those who need them. The shelter also provides ingredients for meals, which the women take turns to prepare. Women and their children are provided with accommodation for a maximum period of three months. Thereafter, if the women feel they need more time to get their lives in order, they can request to move into the second-stage housing, for a period of up to one year, at a rental fee of R350 per month. As second-stage residents, they live independently from the shelter.

The Saartjie Baartman Centre provides a range of services to assist the women and their children. The services are aimed at providing support, knowledge, and life and job skills development to the women. The intervention programmes include counselling, support, and training in fields such as trauma, rape, substance abuse, HIV/AIDS, contraception, and parenting skills. The Centre also offers advice, services and training in matters relating to family law. Further, the Centre conducts research that is aimed at informing intervention strategies and good practices in the gender-based violence sector.

The women receive initial counselling on arrival at the shelter and thereafter on a weekly basis unless they request additional counselling in between. They also receive group counselling from the social worker or final

Saartjie Baartman Centre – brief overview

year psychology students from the University of the Western Cape (UWC), who do their practicals at the Centre during the second semester of each year.

In addition to the intervention programmes, the Centre has an economic empowerment programme which, over the years, has offered training in various skills such as soap making, home-based care, basic business and computer skills, administrative and office skills, hand sewing and beading, catering and food preparation, office cleaning, and car washing. The Centre has forged partnerships with organisations that offer training and work opportunities in the various skills to deliver this training as well as work opportunities. (See Chapter 3.2 for Centre/shelter and partnership projects).

The Centre recognises that the job skills development programme needs to be linked to the counselling and life skills programmes to ensure that the women have parallel support. The Centre believes that the women show more commitment to the job skills projects once they have been exposed to the life skills programmes.

The Centre's economic empowerment programme sets it apart from other centres and shelters nationally, which generally do not offer comprehensive on-site job skills development programmes. A literature search revealed that very little is documented about similar centres nationally and internationally, presumably because the concept is a relatively new one.

2.3 Centre partnerships

The SBCWC partnership, as previously mentioned, comprises a government department as well as a number of NGOs that provide a range of services. The Centre forges both on- and off-site partnerships with the service providers based on the needs of the women and children. On-site partners are those organisations that are situated at the SBCWC while the off-site ones work closely with the Centre, but are not located on-site.

The Centre offers to the on-site providers a set of basic services. These include facilitating a monthly partnership meeting, providing a daytime receptionist, 24-hour telephonic and security services and meeting facilities. The Centre also maintains the premises.

Partner organisations usually offer free or affordable life and job skills training. Certain of the economic empowerment partners offer job placement opportunities. Table 2 summarises past and present partner programmes and projects. The following is a brief outline of the types of partnership forged at the Centre, with examples drawn from the economic empowerment arena:

- **On-site Centre partners**, which are other on-site NGOs that operate autonomously but contribute to the Centre in terms of services and finances. Current economic empowerment partners in this category are the Healing Business, Kazak, Jobstart Training Centre and Triple Trust Organisation.
- **Centre projects**, which fall under the direct management of the SBCWC. Economic empowerment projects that fall into this category include the Job Skills Development Programme and the Sarah Baartman Soap Factory.
- **Shared management** between the Centre and individuals, other NGOs, universities and government departments. At present (mid-2006), there are no economic empowerment partners in this category of partnership.
- **Off-site partners** who provide training/support, for example, Isibindi, which is a programme initiated by FusionDesign, a corporate company. The Centre also has close relationships with organisations such as the South African Red Cross Society, Kolping and more recently with G & D Guesthouse (See Chapters 3.2.2 and 3.2.3).

Table 2. Centre and on-site partner programmes and projects May 1999-July 2006

| Organisation | Services Provided | Joined | Left |
|--|--|----------------|-----------------|
| Department of Social Development | Government department responsible for initiating, funding and developing the one-stop Centre with the intention of replicating the model. | May 99 | Ongoing |
| Salvation Army | Lead on-site non-governmental organisation (NGO) that was responsible for developing the SBCWC in conjunction with the then DHSS. | May 99 | Oct 00 |
| Saartjie Baartman Shelter | Offers a 24-hour crisis response, emergency short to medium term accommodation and a childcare centre. | May 99 | Ongoing |
| <i>Saartjie Baartman Centre's Economic Empowerment Project</i> | <i>Offers various economic empowerment opportunities to shelter residents.</i> | <i>May 99</i> | <i>Ongoing</i> |
| Rape Crisis | NGO that provides counselling to rape and sexual assault survivors; advocacy; education; and training. | June 99 | Ongoing |
| Western Cape Network on Violence Against Women | NGO network of organisations that provides services, advocacy and training against gender-based violence.. | Sept 99 | Ongoing |
| National Institute for Crime Prevention & Reintegration of Offenders (NICRO) | NGO that offered counselling, education and training on domestic violence. | Oct 99 | June 04 |
| <i>Salvation Army Thrift Store</i> | <i>Centre project that was intended to generate income for the SBCWC, and create employment and develop skills for Shelter residents.</i> | <i>Oct 99</i> | <i>Oct 00</i> |
| Athlone After Hours Child Abuse Centre | Run by the DoSD and offers an after-hours service for abused and abandoned children. | July 00 | Ongoing |
| South African National Council on Alcoholism and Drug Dependence (SANCA) | NGO that offers prevention and intervention services to fight alcohol and drug dependency. | Jan/Feb 2001 | Ongoing |
| <i>Rafiki</i> | <i>Provided training in soap making and business skills.</i> | <i>Mar 01</i> | <i>Feb 04</i> |
| <i>Economic Kitchen</i> | <i>Offered on-site training and job opportunities in baking, catering and working in a canteen.</i> | <i>Aug 01</i> | <i>Jan 03</i> |
| <i>Selfhelp Manenberg Adult Programme trading as the Healing Business</i> | <i>A CBO that offers job skills training and income generating opportunities to community members and Shelter residents.</i> | <i>Oct 02</i> | <i>Ongoing</i> |
| <i>The Sarah Baartman Soap Factory</i> | <i>The SBCWC took over the running of the soap factory from Rafiki.</i> | <i>Nov 02</i> | <i>Ongoing</i> |
| Primary Health Care Programme | A partnership with University of Western Cape's (UWC's) Nursing Department that provides training to student nurses with a focus on primary health care and HIV/AIDS. | July 03 | Ongoing |
| <i>Sonke Cape Route</i> | <i>Tourism CBO that ran a gift/curio shop, which sold items produced at the Centre and surrounding townships; it also provided job skills development opportunities for community members and shelter residents.</i> | <i>Sept 03</i> | <i>June 05</i> |
| Saartjie Baartman Legal Advice and Training Project | Partnership with Community Law Centre at UWC, established to improve access to legal recourse and information by providing advice, services & training in matters relating to family law. | Jan 04 | Ongoing |
| Saartjie Baartman Research Project | A Centre project aimed at researching identified topics in the gender-based violence sector to help with replication, programme development and advocacy. | Mar 04 | Ongoing |
| Trauma Centre for Survivors of Violence and Torture | An NGO that offers Centre client intake assessments, referrals, trauma counselling and debriefing sessions. Their Children & Violence Team provides counselling for abused children and community outreach programmes. | May 04 | Ongoing |
| <i>Kazak</i> | <i>A fashion house that sews for top fashion retail stores in Cape Town, facilitates on-site training and part-time employment for women from surrounding communities and shelter residents.</i> | <i>Jan 05</i> | <i>Ongoing</i> |
| Muslim Aids Project (MAP) | An NGO that provides on-site HIV/AIDS counselling, awareness training, and testing to shelter residents and women from surrounding communities. They also have a strong community outreach programme. | Mar 05 | Ongoing |
| <i>Jobstart Training Centre</i> | <i>A project run by Catholic Welfare and Development, facilitates on-site training and placement of shelter residents and community members in the hospitality and service industry.</i> | <i>Mar 05</i> | <i>April 06</i> |
| <i>Triple Trust Organisation</i> | <i>A project that designs and manages projects that enable people in poor communities to start their own businesses.</i> | <i>Nov 05</i> | <i>Ongoing</i> |

Italics = Economic empowerment programmes/projects.

3. SBCWC economic empowerment programme

As previously mentioned, survivors of gender-based violence are often poverty-stricken and unemployed (See Chapter 2). At the time the Centre and shelter were established, the founders recognised that, in order for the women to have more control over their future lives, they needed some degree of economic independence.

As an NGO the Centre operated on an extremely limited budget and therefore was not in a position to offer the women much, if anything, in terms of financial assistance. Moreover, both Centre and shelter management felt that it was important that the women should be empowered by learning skills rather than being given handouts that would offer only temporary solutions. Especially during the initial stages management and staff worked closely with the women so that, together, they could seek solutions around survival of the women in terms of their financial needs. The importance attached to economic independence resulted in the Centre establishing an economic empowerment programme shortly after its establishment.

The SBCWC implemented its economic empowerment programme with much trepidation, as staff members had no previous experience or training in business or employment-related skills. The programme was extremely challenging in terms of, among others, sourcing service providers who met the needs of both the Centre and the women in terms of profiles, principles and values (See Chapter 4.2 for challenges presented by the programme).

In 2003, the Centre created a part-time post for a job skills development manager to assist with economic development, marketing and providing support to the Sarah Baartman Soap Factory. As the position was a new one, the job skills development manager worked closely with the Centre manager in implementing the programme. They both found the programme challenging but also rewarding. The position of job skills development manager became permanent in April 2006 and the incumbent's duties include, among others:

- Identifying training needs of shelter residents in consultation with shelter staff and residents;

- Sourcing and assessing trainers and training courses;
- Co-ordinating shelter job-skills training;
- Managing the soap project;
- Liaising with the centre's job skills partner organisations; and
- Marketing the partnership.

Several job skills development projects have been initiated at the Centre over the years, some of which are still in existence. Smaller projects such as office cleaning and car washing are facilitated by the Centre and shelter while major projects such as the Economic Kitchen Project are undertaken in partnership with outside individuals or other organisations.

3.1 SBCWC economic empowerment ethos

The Centre has a particular ethos or approach in respect of economic empowerment of the women, which has developed over time as a result of the many problems encountered in developing the project.

The ethos is reflected in a set of criteria that the Centre has developed for organisations in the economic empowerment field wishing to participate in the partnership. The Centre strives to forge partnerships with organisations that meet most, if not all, of the conditions set out below:

Provide a secure training environment

Training should take place on-site if the service provider is not located at the Centre, for convenience and to ensure the safety of the women. This is not always possible and there are occasions when the women have to travel to outside venues. In these instances, the Centre provides transport.

Offer projects that are supportive and flexible

The Centre deems it important for the economic empowerment projects to be structured in such a way that they are supportive and remain flexible in order to

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accommodate the special needs of the shelter residents. This means, for example, that they should make allowances for poor work performance such as absenteeism or a slowdown in performance due to illness, depression, and tending sick children. They should also allow women time off to deal with legal matters such as applications for protection, divorce and maintenance orders as well as court appearances.

Offer accredited training

The Centre endeavours to forge partnerships with organisations that offer qualifications accredited with institutions such as the sector education and training authorities (SETAs) in terms of the National Qualifications Framework (NQF). The Centre expects those organisations that do not offer accredited training to issue certificates on completion of courses.

Provide cost-free or affordable training

Service providers are expected to provide cost-free or affordable training. They should be willing to subsidise training fees, in conjunction with the Centre or as required. The Centre does not expect partner organisations to pay the women during the training period unless the items they produce during training are sold for profit.

Pay fair wages for employment

Those organisations that offer employment should pay fair wages to the women.

Provide employment placement opportunities

The Centre favours those organisations that provide employment placement opportunities once the women have completed the training.

3.2 Centre/shelter and partnership economic empowerment projects (past and present)

The economic development programmes and projects provide either training and/or employment (See Table 2 for the Centre's economic empowerment projects).

The following is an outline of the Centre's job skills development projects that have run from 1999 to 2006. The projects are divided into Centre/shelter projects, on

the one hand, and on- and off-site partnership projects on the other. The Centre has not had shared management projects in its economic empowerment programme.

3.2.1 Centre/shelter projects

• Administration and office skills employment

The main objective of this programme is to provide paid employment for the shelter women. The Network on Violence Against Women employs a shelter woman, usually on a two-monthly contract basis, to help with administrative and office duties when the organisation needs extra help. The women generally work 40 hours per week. On occasion they work less but never fewer than 20 hours per week. The wages have increased incrementally from R8 to R15 per hour over the past six years. At least nine shelter residents have been employed in this project since 1999. The same person is generally not re-employed so as to give more women employment opportunities. The Network has, however, offered four of the nine women longer-term employment (one- to two-year contracts) on completion of their initial two-month contracts.

• Centre/shelter work programme

The main objective of this programme is to provide the women with an opportunity to earn some income while they are at the shelter, although some of the sub-projects include a training component. The shelter's house organiser facilitates the Centre/shelter's cleaning projects. She is also responsible for the smooth running of the shelter in terms of issuing food, clothing, and other commodities that the women may need.

The cleaning projects are organised on a weekly rotational basis to ensure that each resident gets a turn. Most of the work sessions are approximately four to six hours long, depending on the speed with which the person works. Each woman gets, on average, two turns to work per month. There are no statistics available to show the number of women that participated in this programme but the shelter interviewees all indicated that they participated in the cleaning project during their stay (See 'Cleaning' below in this section). The following is a brief description of the various Centre/shelter projects:

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Back Passage of building and Courtyard cleaning

The project initially involved cleaning the back passage of the building and courtyard in the evening for a fee of R80. This task was subsequently divided into two. The courtyard is currently being maintained by the Soroptimists² on a voluntary basis, while Kazak and Rape Crisis share the cleaning of the back passage. Hence, shelter residents are not currently involved in these tasks (mid 2006).

Backyard security duty (discontinued)

This project ran until late 2004. Residents were paid R102.50 per week (half-days Monday to Friday) to perform security duties at the back entrance of the Centre. Attempts to link this project to established security companies were unsuccessful as the companies were reluctant to include the shelter women in their training programmes. Some training such as filling out logbooks was, however, provided by the Centre. This project was discontinued in mid-September 2004 due to there being very little activity at the back entrance.

Car washing

This project, which was initiated by the shelter residents themselves, affords Centre and partner staff members the opportunity to have their cars washed for a fee of R25 per car. The Centre arranged initial training with an established car wash company. Subsequently, the house organiser has been instructing the women about what they need to do where necessary. However, she is aware that most of the women are more than capable of washing a car. The Centre provides free cleaning equipment for the project on an on-going basis.

Catering

The shelter offers catering services to organisations that use the Centre's meeting and workshop facilities. Shelter women are sometimes called upon to assist the shelter manager with the food preparation. The main objectives of this project are to provide assistance to the shelter manager as well as to provide informal train-

ing to the women in catering services. The women are not paid for this duty, as it is regarded as training.

Childcare assistance

This project was started in May 2005. The main aim of the project is to assist the childcare worker when there are ten or more children in the childcare centre. Another objective is to provide a paid duty for shelter residents. Two residents work approximately half-day each (one in the morning and one in the afternoon) and receive R20 each per session. The assistant's tasks include caring for the babies, cleaning the crèche and preparing meals for the children. The childcare worker had assistance on a total of three days since the duty was introduced.

Cleaning

Residents are paid R60 per person to clean the boardroom, offices, reception area and ablution facilities at the Centre on a weekly basis. Two shelter residents receive R60 each to clean the hall after meetings and functions. These happen on average four times a month. A new task was introduced in mid-2006 where a resident is paid R120 per week to clean the reception area and sweep outside the two front entrances to the Centre on a daily basis.

Ironing services (discontinued)

The project ran in 2004 and offered a same-day ironing service to Centre and partner staff for a fee of R60 per bundle of clothes. It lapsed due to lack of demand from staff to have their clothing ironed.

Salvation Army Thrift Store (discontinued)

This Centre project began in October 1999 and was intended to generate income for the SBCWC, create employment for shelter residents as clothing sorters, fixers and sales assistants and in so doing, to assist with job skills development. In reality, the store employed only Salvation Army³ members who were not in any way connected to the Centre and proceeds went to Carehaven Shelter. As a result, the SBCWC and shelter reaped no benefits from the store, which was contrary to the contract agreement. The store closed

2. Soroptimist International is an organisation of women who use their expertise and management skills to advance the status of women (www.soroptimistinternational.org/).

3. The DoSD chose the Salvation Army to assist with establishing and managing the Centre and shelter because of its success in running the Carehaven Shelter in Bridgetown. They became the on-site lead NGO at the Centre. The Salvation Army separated from the SBCWC in October 2000. (See SBCWC Story for details.)

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when the Salvation Army separated from the Centre partnership in October 2000.

• *Other*

Some of the women make arrangements for informal paid employment with shelter and second-stage residents who work away from the Centre. They care for their children and in the case of second-stage residents sometimes do their house-cleaning work as well. Centre and partner staff members also employ the women to do home-based care and/or domestic work in their homes. These paid tasks do not form part of the formal economic empowerment programme and the parties make the arrangements among themselves.

3.2.2 Partnership programmes/ projects (on- and off-site)

Partnership programmes and projects are available to the shelter residents and in some cases, to members of the community. According to the job skills manager, Centre clients (non-shelter Centre beneficiaries) comprise approximately 5% of the community member participants. Because of the low number of Centre client participants, this category will be included in the 'community member' participant group for the purposes of this research study.

The job skills development manager acts as intermediary between partner organisations and participating shelter residents. That is, partner organisations notify the job skills manager of training and employment opportunities. The job skills manager then informs shelter residents.

The following provides a brief description of the various job skills training and employment programmes that have been conducted at the Centre over the years.

• *The Economic Kitchen Project: training and employment for shelter residents (August 2001-January 2003)*

The Economic Kitchen project was established in August 2001 when the Centre forged a partnership with an outside individual to establish and manage the Economic Kitchen. The project offered a three-month training course in baking, catering and running a

canteen. The training programme carried qualifications accredited by the Tourism, Hospitality and Sport Education and Training Authority (THETA)⁴. The project, which was the only one at the Centre that had accreditation at that time, was available to shelter residents only.

A portion of the proceeds generated from the business section of the project was used to pay the trainees' wages of R60 per day for the duration of the course. The Centre had agreed to pay for examination fees but none of the trainees did the examinations. According to Centre management, the women were not sufficiently prepared to sit for the examination as they did not receive the level of support they needed to cope with the considerable amount of theoretical work that the training entailed. Instead, they were required to spend long working hours in the kitchen.

At the beginning of the partnership, the Centre undertook to contribute an amount not exceeding R80 000 towards installing new and repairing existing equipment. The contract stipulated that any equipment, fixtures and fittings acquired by the Centre for the Economic Kitchen were to remain the property of SBCWC. The Economic Kitchen was allowed to operate rent-free and the Centre was liable for water and electricity expenses incurred.

Centre Management soon realised that the agreement they had entered into was not being upheld with respect to the training component. The few women who had been trained were expected to work long hours, instead of the work been spread more evenly among a greater number of women. This resulted in complaints of the women being over-worked and the project producing few trained individuals.

Further, the Centre felt they were not benefiting from the business aspects of the project, despite the fact that the business seemed to be thriving. All of this resulted in a breakdown in trust within the partnership and the contract was terminated in January 2003, after being in operation for 17 months. The separation was not an amicable one, with the Centre having to institute legal action to recover monies owing for

4. The Tourism, Hospitality and Sport Education and Training Authority is the standards authority for the sport and recreation sector in South Africa (www.srsa.gov.za).

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damaged and missing equipment. The project succeeded in training 26 shelter women during the course of its operation.

The kitchen project proved to be a sharp learning curve for the Centre and its Board of Management (BoM) and they started exercising greater caution when screening prospective business partners. They realised that they needed to protect the women against exploitation by others for financial gain. The Centre subsequently employed a woman from the community who had experience in catering to train the shelter women. The woman was not re-employed after her three-month trial period as her standard of work was not acceptable to the Centre.

The Centre and BoM decided that it would be best to establish a partnership with an existing, professionally run establishment that placed emphasis on training. To this end, the Centre entered into partnership with Jobstart Training Centre in May 2005.

• ***Jobstart Training Centre: training and assistance with job placement to community members and shelter residents (May 2005-April 2006)***

Jobstart, which is a project run by Catholic Welfare and Development (CWD), facilitates on-site training and placement for unemployed people in the hospitality and service industry. Jobstart entered into a year-long partnership agreement with the Centre in May 2005 and started operating at the Centre in the middle of July of the same year. The delay in commencement was because of restructuring within their organisation.

Training courses that Jobstart offered at the Centre included food and drink service, food preparation, basic catering (with business skills), housekeeping, and commercial cleaning. The courses, which were between five and six weeks long, included life skills training and job-shadowing. The life skills courses included training in safety and security, health and hygiene, HIV/AIDS awareness and basic first aid. Trainees were instructed in curriculum vitae (CV) writing and how to conduct themselves in job interviews. They were also trained in customer care, communication, and conflict resolution.

The organisation agreed to pay a 'partnership fee' of

R5 000 per month to the Centre. This entitled them to use the kitchen facilities to conduct training, do catering and to sell their products at the Centre. They also undertook to pay the Centre 20% commission on any profits made through catering contracts that were secured via the Centre. Jobstart assumed responsibility for, among other things, insurance, repairs and maintenance of all equipment.

The Centre, on the other hand, agreed to provide training, dining and kitchen facilities, and to ensure that all equipment was in good working order upon commencement. They agreed to take responsibility for the utilities, maintenance and security of the premises and to ensure that unauthorised persons were not allowed access to the kitchen or dining areas without permission from the Jobstart kitchen manager. The Centre also agreed to cover travelling costs for the ten-day job-shadowing component, which was included in the course.

Early on in the partnership it became apparent to the Centre that there were discrepancies between the contract agreement and subsequent conditions laid down by Jobstart. For example, the contract stated that there would be no training cost involved for shelter residents during the first year but Jobstart insisted on the Centre's paying a fee of R500-R650 per trainee. Individuals doing the course via NGOs were charged R1 000-R1 200 while individuals from disadvantaged backgrounds who did not come via an NGO, paid a discounted fee of R250-R350. According to Jobstart, individuals who paid the reduced fees were subsidised by CWD. Although the dual fee structure was not mentioned in the contract, the Centre decided to comply after voicing their dissatisfaction at the lack of transparency. Centre partners also found it problematic that their clients were expected to pay so much more for training if they entered the programme via their organisations rather than on an individual basis.

On closer scrutiny of the funding proposal, it became clear that Jobstart had not factored training fees into their funding proposal to the organisation, Women's World Day of Prayer⁵.

A few months into the partnership, the Centre met with Jobstart to discuss some of the challenges the project

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was presenting. On the one hand, Jobstart felt that the Centre was not referring catering jobs to them as agreed upon in the contract, and that people who worked at the Centre were not buying their food as they had anticipated. The Centre, on the other hand, felt that the price of Jobstart's food was unreasonably high for the Centre's workers, visitors and for the organisations (mainly NGOs) that used the Centre's facilities. Thereafter, Jobstart downscaled their operations at the Centre and conducted most of their training from their Cape Town branch.

In March 2006, the Centre and Jobstart mutually agreed that the contract would not be renewed upon expiry in May 2006. The Centre has still not, at the time of writing, received the 20% commission from Jobstart as agreed upon in the contract. Jobstart claimed they never did proper costing of their catering jobs and were, therefore, experiencing difficulty in calculating the amount owing to the Centre.

Jobstart trained 42 community members on-site during its year as Centre partner. Nine shelter women participated in the programme but only six completed the course. At least one of the women who discontinued the course did so because she secured work as a cleaner in a retail store.

Another of the shelter participants, while doing her job-shadowing component at a particular hotel, spent time at a neighbouring hotel, eating from its buffet and according to a report from Jobstart to Saartjie Baartman Centre, she befriended men and left with them. This, needless to say, caused a furore among the hotel's management, Jobstart and Saartjie Baartman Centre. The concerned parties resolved the matter by formally apologising to the hotel manager. The woman in question had completed the course by this time and left the shelter when she realised that the Centre and shelter were aware of her actions. Although this was an isolated incident, it gives an idea of how challenging it is to implement the various programmes and projects.

• HIV/AIDS and first aid: training for shelter residents (1999-Present)

An independent facilitator of ABC Medical and Trauma

Care, conducts this four-day on-site training course for a fee of R400, which is payable by the Centre. Available statistics show that 62 shelter residents trained during the period 2004-July 2006.

According to the facilitator, this course does not lead to direct work opportunities because the level of training is basic. He believed it could, however, assist the women when they apply for any work by giving them an advantage over others who might not have done the course. He also felt that the skills could help the women to secure work as volunteers in hospitals, which could lead to them securing work as nurse aids. One of the first aid trainees had, for example, secured work as a frail caregiver to a 91 year-old woman. Although she might not have secured the work by virtue of having done the course, she reported feeling confident in helping her charge as a result of having done the course. The Centre is not aware of women who have secured work as a direct result of doing this course.

• Home-based care: training for shelter residents (August 2004-Present)

The South African Red Cross Society facilitates this five-day on-site training course at a cost of R336 per person, which is payable by the Centre. Fifty-three shelter residents have completed this course since its inception in 2004 and three of the eighteen shelter interviewees secured work which required skills that they learnt in home-based care.

• Isibindi: training for shelter residents (August 2005-present)

Isibindi (meaning 'courage'), a programme initiated by FusionDesign, forms the basis of the organisation's social investment programme. FusionDesign is a specialist consultancy that helps to build the corporate image of businesses.

Isibindi runs workshops that provide training in various crafts, with the aim of assisting women to produce their own work. During October and November 2005, ten shelter women were trained to make fabric roses. Training took place at FusionDesign, which is located in Woodstock. In late 2005, FusionDesign offered a

5. Women's World Day of Prayer is an international movement of Christian women, which among others, offers support to activities involving women and children.

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holiday job as assistant trainer to one of the shelter's teenage residents. Shelter management declined the offer on the grounds that it might be construed as the shelter encouraging child labour.

The programme was suspended between December 2005 and April 2006 while the trainer was on maternity leave. FusionDesign was originally hoping to resume the project when the trainer got back from maternity leave in July, but decided to employ an interim trainer and recommenced in May 2006.

In April 2006, the organisation approached the Centre, with a short-term job offer for an ex-shelter trainee in the project. The woman was not, unfortunately, contactable at the forwarding address she had left with the Centre, resulting in FusionDesign employing someone else. This incident highlighted the need for the Centre to put some form of tracking system in place for the women.

- **Kazak:** *training and employment to predominantly non-shelter women (January 2005-present)*

Kazak is a sewing project that assists with job creation in poor communities. The organisation has centres in Manenberg and Delft. The main function of the organisation is to facilitate skills development by providing training and piecework to women from the areas surrounding its training centres. The women receive approximately three days training, depending on their level of competency. Thereafter, the women are offered employment on the basis of piecework, which means that the women get paid per garment they complete.

The women do decorative work on completed garments for fashion retail stores such as Edgars, Truworths, Donna Claire and Foschini. This includes sewing beads and sequins onto completed garments. Kazak does not award certificates for training but provides work references on request.

Kazak joined as an on-site partner in January 2005, when the organisation signed an initial six-month contract with the Centre. The organisation's target

groups are community members and, to a much lesser extent, shelter residents. Kazak started off at the Centre with a workforce of 40 women in January 2005. This included 24 mothers of Christel House⁶ learners. The rest was made up of women from the surrounding community and a few shelter residents. Kazak also employed a supervisor and an examiner on a fulltime basis.

Kazak accepted responsibility for cleaning and maintaining the space they occupied, insurance of their own equipment, and maintenance and repair of their own and hired equipment. Kazak also promised to exercise sound labour practices. The intention was that they would sign a more comprehensive contract, which outlined both parties' responsibilities more fully. Kazak was presented with the revised contract but never signed it in part because their project manager was dismissed and there was a delay in her replacement. Kazak's manager, in the meantime, referred the Centre to the project supervisor, who was not authorised to sign the contract.

Once the Centre's strategic planning process for 2006⁷ is completed, all partner organisations will be required to sign revised contracts. The strategic planning facilitator has drawn up a draft revised partner agreement, which needs to be ratified by the BoM (June 2006). See Chapter 4.2.1 'Challenges' for further discussion about partnership agreements.

In early 2006 Kazak experienced problems with their supervisor and her services were terminated in April of the same year. The examiner has subsequently taken over the responsibility of co-ordinating and overseeing the work sessions. The examiner, in turn, reports to Kazak's project manager and the Centre's job skills manager. This arrangement came about as a result of a decision taken by Kazak that the women should work without formal supervision. Kazak increased the examiner's basic wage from R350 to R400 per week while the supervisor had earned a basic wage of R650 per week. Both earned extra for overtime they worked.

6. Christel House South Africa is an international organisation that provides educational centres for poverty-stricken children. The SBCWC entered into an agreement with Christel House in June 2004 whereby the latter is allowed to place mothers of their learners into partner programmes such as Kazak.

7. The Centre has contracted an external facilitator to conduct a process of strategic planning. The process, which began in May 2006, is expected to be completed by August of the same year. One of the outcomes of the process would be formulation of revised contracts, which all partners would be required to sign.

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Available records showed that an average of fifteen women were employed in this project per week during the period October 2005 to February 2006. Twenty-six women worked during each of the first two weeks in October. Thereafter, the number of women decreased significantly. Contributing to the drop in numbers was the fact that all but one of the Christel House mothers left Kazak after a dispute over non-payment for work they had undertaken.

The amount each woman earned depended on the speed with which she worked and the level of difficulty of the job. The women earned an average of R134⁸ per week during the period October 2005 to February 2006. During this period, the highest weekly wage earned was R373 while the lowest was R6. The women said that in order to earn wages of the higher level, they would have to work in the evenings and over weekends. When they did this, they earned the same amount per garment as they did for work done in regular working hours. The wages paid by this organisation were well below the minimum wage of R537 per week, which was the amount agreed upon for clothing workers, in the National Bargaining Council for the Clothing Manufacturing Industry at the time (www.nbc.org.za).

There was very little work for about three to four months of 2005. During these periods, the predominantly non-shelter group of women were required to be at work for their full working day even if there was no work. This meant that even though they were not earning an income, they had to spend money on childcare and travelling costs. They were also unable to explore other work options because they were compelled to be at work every day. This practice placed great financial strain on the women, especially on those who were the sole breadwinners. The job skills manager was informed as soon as the information came to light. She approached the Kazak's project manager, who promised that, in the future, the women would not be required to be present when there was no work.

Eleven shelter women have worked for Kazak since it joined the partnership in January 2005, three of whom were employed as cleaners. The cleaners worked a few hours a day for three days per week for a wage of R50

per day. Seven of the eight women who participated in the sewing project quit after a couple of days as a result of the low wages paid by the organisation. Kazak's project supervisor employed one of the women to care for her sickly mother and to do house cleaning. The woman and her two-year old daughter moved in with the supervisor and her family. She had participated in the shelter's home-based care training course, which stood her in good stead in securing the job.

The three women who did cleaning work remained with Kazak for the rest of their stay at the shelter (approximately two months). They were given time off to attend whatever other programmes they were involved in. They all stopped working when they left the shelter.

• Kolping Society of South Africa: training for shelter residents (end 2004-August 2005)

Kolping International is a Catholic organisation that has branches in Germany, South Africa, Kenya, Nigeria, Tanzania and Uganda. Kolping Society of South Africa has as its mission statement to empower its members (Catholics) and people from the surrounding communities "to reach their full potential, spiritually, socially and vocationally, and to promote dignity of work".

Kolping has a training centre at Montana Primary School in Kalksteentfontein, on the Cape Flats. They offer training courses in hairdressing, chef assistance and catering, electrical work, waitroning, welding, and arts and crafts. Training programmes target youth and unemployed people in the surrounding areas.

Kolping invited the shelter women to participate whenever they ran training courses but the women felt that the courses were too long (between two months and one year). Also, the notice of training that they gave the women was one week, which was an extremely short time for them to organise their schedules. As far as the Centre recalls, one shelter resident participated in and completed a year-long chef assistant's course with Kolping.

Although Kolping still extends an invitation for the women to participate, the Centre has not referred any more women because of the duration of the courses.

8. The average rate of earnings per week was calculated using Kazak's pay sheets for the period 7 October 2005-24 February 2006.

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Kolping is currently (mid-2006) assisting the Centre to source service providers for its kitchen project.

• **Rafiki:** *training primarily for community members (March 2001-February 2004)*

The soap factory was established at the Centre in partnership with Rafiki in March 2001. Rafiki is an international NGO that at the time operated in India, South America, Zambia, Zimbabwe and South Africa. The Centre decided to enter into partnership with this organisation because they were well established with a sound programme in place – they offered tuition and training in reading, numeracy and home-based skills. The organisation's focus, which was on older marginalised women, was also well suited to the needs of the Centre. Rafiki ran a (Christian) religious study group from the Centre, which was completely separate from their skills training programme and attendance was on a voluntary basis.

Trainees included women from the surrounding communities, women refugees and a few shelter residents. The training programme, which was one to two years long, was prohibitive in terms of duration for the shelter residents who invariably discontinued the course once they left the Centre. Participants received free training and were given a stipend that Rafiki called a 'scholarship' of R40 per week. Rafiki succeeded in securing employment for several of the trainees in factories and organisations in Cape Town with which it had established strong links.

The project ran relatively well for a couple of years until the decision was taken by Rafiki's head office to change the focus of the organisation to HIV/AIDS, with the emphasis on younger women and orphans. The revised project, which was implemented at the Centre in November 2002, focused mainly on female teenagers from the surrounding areas who had left school prematurely. As Rafiki's new focus would not fit neatly with the needs of the Centre as a whole, it was decided that the Centre would take over soap production for a trial period of six months, after which time the project would be evaluated. Rafiki trained in the region of 21 women from the community and two shelter women during its period as Centre partner.

In November 2002, the soap project was renamed the Sarah Baartman Soap Factory and Rafiki decided to stay on at the Centre and continue its programme with its revised focus in terms of target groups. There was an agreement that the factory and some of the equipment would be shared between Rafiki and the Centre until such time that they (Rafiki) acquired separate facilities. After a while, Rafiki felt that their programme was not having the desired level of success and they therefore terminated their contract with the Centre in October/November 2003. Two ex-Rafiki trainees stayed on to help with managing and training aspects of the factory and subsequently a third person, who participated in Rafiki's revised programme, was offered employment in the factory. These three employees were all non-shelter residents.

Rafiki continued to support the soap factory by placing an order of 1 200 bars of soap per month at R12 per bar, for a three-month period. In early 2004, the organisation relocated to Zambia, where they felt there was a greater need for their particular services.

• **Sarah Baartman Soap Factory:** *training for shelter residents and manufacturing of soaps for sale (November 2002-present)*

The Sarah Baartman Soap Factory was thus established in November 2002. The soap factory continued to offer training in soap making and business skills to shelter residents. The one-month long training courses were held on a quarterly basis for a maximum of four women at a time. Training courses were free but trainees no longer received a stipend. Ron Reaoch and Tim Yoss, ex-Rafiki managers, provided a fair amount of voluntary support, especially during the handing over period. Support included advice on technique, quality control and placement of the women. Reaoch provided assistance on a voluntary basis for one day a week and continues to do so whenever his services are required.

During the subsequent two years, the factory supplied soap to a health shop, two beauty salons, corporate businesses, and a couple of arts and crafts shops. In October 2004, the soap factory entered into an initiative with Open Africa, a United States-based company. Open Africa placed an initial order of 3 000 bars of

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soap and, thereafter, a monthly order of 700 bars. The expected delivery date for the first consignment was January/February 2005 but the Centre decided against forwarding the order as the quality of the soap did not meet the required standard. There was inconsistency in the colour and size of the soap bars. Thus, the Centre lost the monthly order.

In December 2004, the factory downsized as a result of budgetary constraints and lack of orders. The Centre felt that the level of production did not warrant the services of three full-time workers and terminated the contract of one of the women. Further, the Centre experienced several problems, which exacerbated the situation. These included high overhead costs and expensive ingredients used in manufacturing the soap, which resulted in the product being relatively expensive. The high cost of the end product, in turn, impacted adversely on sales.

Another problem was posed by the lack of consistent supervision in the soap factory. The job skills manager provided overall supervision of the factory in the mornings only, as her job was a half-day appointment. Reaach assisted with training one day per week. Operational supervisory tasks were allocated to one of the factory workers. She was responsible for duties such as stocktaking, quality control, supervision and meeting order deadlines. It was felt that she lacked the expertise and experience needed to carry out her work effectively. This affected the smooth running of the factory. Further, the high absenteeism rate among the factory workers remained an on-going problem. As a result of these challenges, production levels dropped and the factory temporarily stopped operating in June 2005.

The factory resumed operations in November 2005 when the Centre was contracted to supply soap to the South African National Parks (SANParks) for hikers undertaking the Hoerikwaggo Trails⁹, a project of Table Mountain National Park. The Centre re-employed two of the factory workers, and supplied an initial order of 40 bars and a further order of 500 bars in December 2005. SANParks agreed upon a medium-sized bar at a

cost of R4.50, which the Centre would supply whenever they needed soap.

Eight or nine shelter women trained in the soap factory between 2004 and 2005. At the time of training, the women reportedly complained about not being taught the whole process of soap making. They claimed that their main function was to wrap the soap, while factory employees insisted that they had provided training in the entire process of soap making.

• Resource Action Group (RAG): off-site training for shelter residents (February 03-mid 2004)

The Resource Action Group, which is situated in Nootgedacht on the Cape Flats, is a youth development organisation run by young people. The aim of the organisation is to empower youth to take control of the course of their lives, with their motto 'each one teach one'. They offer training at their premises in computer literacy, media leadership skills, personal development, strategic planning and fundraising. They also conduct 'educational camps'.

Once a year, RAG would offer space for the shelter residents to participate in a three-month training course in computer literacy at a discounted fee of R100 (payable by the trainees), instead of the usual R970 charged for unemployed people and R1 200 for those who are working. The courses were held at RAG's premises and the computers were provided by RAG. The women were keen to do the course but the duration was prohibitive as a number of them secured employment or left the shelter before completion of the course, resulting in a high dropout rate. The Centre, therefore, no longer refers women to do this course. A total of fourteen women completed the course between 2003 and 2004.

• Selfhelp Manenberg Adult Programme trading as the Healing Business: training and employment primarily for community members (May 1999-present)

The Healing Business started out in 1996 as a psychosocial rehabilitation work group in partnership with the Community Mental Health Service¹⁰ at the then Avalon Treatment Centre¹¹. The Healing Business was, therefore, already located at the Centre when the SBCWC partnership was established in May 1999.

9. The Hoerikwaggo Trails consist of a set of three trails along Table Mountain. These include a trail for the 'disadvantaged youth of South Africa', a three-day luxury trail and a six-day rugged trail. Table Mountain National Park intends launching another six-day trail in December 2007 (www.sanparks.org).

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Initially, the Healing Business conducted training with people from mental health institutions such as Lentegur Rehabilitation Centre and Manenberg Wellness Group. They started off by providing training in producing *papier mâché* items such as small tables, waste paper bins and doll-houses, which the occupational therapists sold on their behalf. The focus of the project was on imparting skills rather than financial sustainability. Cape Metro Health took over the training when the Healing Business shifted its focus to working with members of the broader Manenberg community. This meant they had to develop projects that would provide sustainable employment opportunities.

The Healing Business provides, on average, work for 40%-50% of the year due to the low number of contracts they secure as a result of scarcity of work. They provide training in both technical and life skills, with strong emphasis on personal development. The organisation encourages their clients' families to participate in their youth and early childhood development programmes, which are run from the Manenberg People's Centre. As seen below, this approach affected the extent to which shelter residents could be assisted.

At around the time of SBCWC's arrival, the Healing Business introduced a cut, make and trim (CMT) sewing project in consultation with Manenberg community members. The organisation purchased twelve industrial sewing machines and the project commenced with five women, whom they referred to as independent contractors rather than employees. The women were called in each time the organisation received a work contract and were paid for the number of units they completed.

The number of women in the sewing project grew to fifteen per year in 2001 and 2002. In 2003, the number of employees returned to five per year and has remained unchanged until present (mid 2006). The afore-mentioned figures include four shelter women who worked for the Healing Business between 2000 and 2002. The downward trend was as a result of cheap clothing imports into South Africa, mainly from China. Consequently, there was less demand for higher-

priced locally manufactured goods, which resulted in the closure of many local factories. This affected the Healing Business directly, as they were dependent on receiving work contracts from these factories.

As previously mentioned, the Healing Business employed four shelter women between 2000 and 2002. Two of the women sewed while the other two were employed as packers and pre-checkers of the completed garments. The women all stopped working for the Healing Business once they left the shelter. On average, they worked approximately one and a half months each. The two who sewed would normally have been asked to continue working but this was as a time when the sewing project was slowing down. A third woman lived in Manenberg and would have qualified to continue with the Healing Business but she was not invited to remain with the organisation as she attended work irregularly.

According to the Healing Business, they had great difficulty working with the shelter women because of their short periods of stay and the fact that many of them were not resident in Manenberg. This meant they could not work with the family as a whole, nor could they follow up on the women as they often moved from place to place after leaving the Shelter. The project manager felt that crafting would be more suitable for the women to learn, as with crafting they could do both contract work and work for themselves from home.

Another difficulty which the Healing Business experienced was that, as subcontractors, they were required to complete the work within a specified time and, therefore, preferred the women to have a relatively high level of competence in industrial sewing. This requirement automatically disqualified most of the shelter women. The few women who did have experience were, generally, already employed when they came to the shelter.

• ***Sewing/painting: training course for shelter residents (once off in June/July 2004)***

In mid-2004 eight shelter residents participated in a week-long sewing and fabric-painting course run by

10. The Community Health Service was part of the Metropolitan Health Region of the Department of Health in terms of management responsibilities.

11. The Avalon Treatment Centre, which closed at the end of 1998, was a drug and alcohol abuse rehabilitation centre run by Groote Schuur Hospital. The SBCWC occupied the premises from the time of its establishment in May 1999.

SBCWC economic empowerment programme

Cape Technikon. A Technikon lecturer ran this holiday programme on a voluntary basis. Training was held at the Technikon and the SBCWC provided transport for the women. The trainer discussed the possibility of an on-going relationship, whereby the Technikon's business students would market the products that the women made along with the Sarah Baartman soaps. They indicated that they would be prepared to provide the shelter with sewing machines and materials and arrange for some of their students to work with the women during the holiday period.

Unfortunately, the lecturer and students were not available to run the programme the following holiday but offered to do so over weekends. The Centre decided that the arrangement was not a practical one, as they did not have the capacity to provide supervision for the children over weekends.

• **Sonke Cape Route:** *training and business opportunities primarily for community members (September 2003-June 2005)*

Sonke Cape Route is a tourism CBO that offers business training and mentorship in tourism, and facilitates the sale of items produced by their members. Their members comprise entrepreneurs from the Cape Flats and surrounding areas, including restaurant and bed and breakfast owners, tour operators, crafters and vendors. They also have links with schools and other tourism businesses.

Sonke ran its gift and curio shop, which sold crafts made by its members, from the Saartjie Baartman Centre. Sonke's chairperson felt that their organisation's business-oriented approach was not compatible with the Centre's more relaxed approach as an NGO. The partnership was dissolved in June 2005 when Sonke was unable to meet its rental obligation as agreed upon in the contract.

Five shelter residents completed Sonke's business skills training course, at no cost, during the 21-month period of the organisation's partnership with the Centre. A further four shelter women secured work in

areas such as cleaning, catering and home-based care through Sonke, one having been employed by Sonke's chairperson as frail care worker for her mother.

• **Triple Trust Organisation (TTO):** *training and employment for shelter women, and business development for community members (November 2005-present)*

Triple Trust Organisation is a national organisation that was established in Cape Town in 1988. The main objective of the organisation is to alleviate poverty by promoting business development and providing business opportunities for people living in impoverished communities. It supports them in establishing businesses in the small, medium and micro-enterprise (SMME) sector. Its approach to development includes facilitation of skills and business training, access to markets, and access to finance.

Triple Trust joined as an on-site Centre partner in November 2005 on a six-monthly contract basis. The organisation runs its pilot 'Sachet Project' from the Centre and employs one full-time non-shelter worker. This project involves manufacturing of plastic sachets, which are then used for packaging detergents, which are supplied to *spaza*¹² shops in the surrounding areas.

Triple Trust has agreed to train shelter residents for a period of one or two months each. The first trainee, a second-stage shelter resident, commenced with the organisation in mid-May. Triple Trust has undertaken to impart skills such as manufacturing of sachets, stock and record keeping, pricing, and general systems that would be applicable to the running of any business. They will look at the possibility of offering part-time employment to a couple of the shelter residents. The shelter women would have the opportunity of becoming agents by selling the products door-to-door and to spaza shops. Triple Trust has also undertaken to provide the women with ideas for starting their own businesses.

In early 2006, the Healing Business assisted Triple Trust by compiling a database of vendors in Manenberg,

12. The term 'spaza', which means 'hidden', was originally used for the home-based shops that arose during the apartheid era when restrictions were placed on black people running businesses. Spaza shops are small, informal convenience stores, which are located mainly in disadvantaged communities in people's houses or backyards. (Tladi S et al, 2003).

Table 3. On-site economic empowerment programmes and projects May 1999-July 2006

| Organisation | Services Provided | Shelter Participants | Start | End |
|--|--|----------------------|---------|----------|
| Shelter cleaning project | The Centre and shelter facilitate this project, which provides paid duties for the shelter women. Duties include office, hall and toilet cleaning, and car washing. | May 99 | May 99 | Ongoing |
| Salvation Army Thrift Store | Centre project that was intended to generate income for the SBCWC, and create employment and develop skills for Shelter residents | - | Oct 99 | Oct 00 |
| Rafiki | Provided training in soap making and business skills. | 2 | Mar 01 | Feb 04 |
| Economic Kitchen | Offered on-site training and job opportunities in baking, catering and working in a canteen. | 26 | Aug 01 | Jan 03 |
| Selfhelp Manenberg Adult Programme trading as the Healing Business | Community-based organisation (CBO) that offers job skills training and income generating opportunities to community members and shelter residents. | 4 | Oct 02 | Ongoing |
| The Sarah Baartman Soap Factory | The SBCWC took over the running of the soap factory from Rafiki. | 9 | Nov 02 | Ongoing |
| Sonke Cape Route | Tourism CBO that ran a gift/curio shop, which sold items produced at the Centre and in surrounding townships; it also provided job skills development opportunities for community members and shelter residents. | 5 | Sept 03 | June 05 |
| Kazak | A fashion house that sews for top fashion retail stores in Cape Town, facilitates on-site training and part-time employment for shelter residents and women from surrounding communities. | 11 | Jan 05 | Ongoing |
| Jobstart Training Centre | A project run by Catholic Welfare and Development, facilitates on-site training and placement of Centre and shelter residents, and community members in the hospitality and service industry. | 6 | May 05 | April 06 |
| Triple Trust Organisation | A project that creates business opportunities for historically disadvantaged people. | 1 | Nov 05 | Ongoing |

which included names and addresses of house-based and mobile shops.

Table 3 summarises the economic empowerment programmes and projects that are described in more detail above. This table indicates that there have been a total of ten on-site economic empowerment programmes and projects run at the Centre since its inception in 1999. These include internal projects managed by the Centre as well as those run by on-site partner organisations.

The Centre-run projects include a shelter cleaning project, which has been running since 1999 and which is made up of several sub-projects. All shelter women, except those who stay for a day or two, participate in this project. The Centre has also been running a soap factory since November 2002 in which nine shelter women participated. The Salvation Army

ran a thrift store from October 1999 to October 2000. No shelter women participated in this project (See Table 3).

Table 3 also indicates that there have been seven on-site economic empowerment partners over the seven-year period. Three of the seven (Healing Business, Kazak and Triple Trust) are existing partners. The four ex-partners stayed for an average of 21 months, the longest being Rafiki who stayed 35 months and the shortest was Jobstart who stayed twelve months.

The partners left for various reasons. Rafiki left as a result of a change of focus of its organisation while the Economic Kitchen partnership ended as a result of values and principles of the organisation not reconciling with those of the Centre's. That is, the focus of the kitchen project managers was more on making a profit than on empowering the

SBCWC economic empowerment programme

women. Another problem that arose with this organisation was non-compliance with the partnership contract. Non-compliance also led to the end of the partnership with Jobstart and Sonke. (See Chapter 3.2.2 'Partnership programmes/projects'.)

Each of the partners was meant to provide economic empowerment in the form of either training and/or employment for the shelter women. The above table indicates that 55 shelter residents participated in these programmes and projects during the seven-year period. Of these, two participated with Rafiki, 26 in the Economic Kitchen Project, four with the Healing Business, five with Sonke, eleven with Kazak, six with Jobstart and one with Triple Trust.

3.3 Programme participants

A total of fifteen projects participated in the economic empowerment programme between 1999 and 2006 (See Table 4). This number was calculated on the basis of HIV/AIDS and first aid being two instead of three projects as reflected in Table 4. A total of 228 shelter residents participated in the programme during the same period, according to available statistics. The shelter women partic-

ipated mainly in projects such as the economic kitchen, home-based care, HIV/AIDS, first aid and to a lesser extent in projects such as the Cape Technikon sewing project, Isibindi, RAG, the soap factory, Kolping and Triple Trust. These projects were offered predominantly to the shelter residents.

Partner organisations such as the Healing Business, Jobstart, Kazak, Rafiki and Sonke provided training/employment mainly for women from the broader community. Whilst there were no statistics available for the number of community members who participated with Sonke, the nature of their project is such that they work predominantly with people from the broader communities (See Chapter 3.2.2). See Table 4 for the number of community members who participated in the partner projects. The table represents an under-estimation of total number of women who had opportunities as Kazak is not reflected. Kazak's project started in January 2005 with 40 women. There were 26 participants during the first two weeks of October 2005 and 15 during the period latter October 2005-February 2006. Besides this, there are no available records of the number of women who participated. Another factor that affected the number of participants in the proj-

Table 4. Economic empowerment participants 1999-2006

| Programme | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Cape Technikon sewing project | | | | | | 8S | | |
| Economic Kitchen | | | | 26S | | | | |
| First Aid | | | | | | 27S | | |
| HIV/AIDS | | | | | | 16S | | |
| First Aid & HIV/AIDS | | | | | | | 22 S | 13S |
| Healing Business | 5C | 5C | 13C,2S | 13C,2S | 5C | 5C | 5C | 5C |
| Home-based care | | | | | | 19 S | 23S | 11S |
| Isibindi | | | | | | | 10S | |
| Jobstart Training Centre | | | | | | | 42C, 6S | |
| Kazak | | | | | | | 11S | |
| Kolping | | | | | | 1S | | |
| Rafiki | | | 21C,2S | | | | | |
| RAG | | | | | 14S | | | |
| Sarah Baartman Soap factory | | | | | | 9S | | |
| Sonke Cape Route | | | | | | | 5S | |
| Triple Trust Organisation | | | | | | | | 1S |

S = shelter women who received training/employment.

C = women from surrounding communities who received training/employment. Approximately 5% of these women are Centre clients (non-shelter Centre beneficiaries).

SBCWC economic empowerment programme

ects such as the Healing Business and Kazak was that there were women who came and went as well as those who remained with the respective organisations over a period of time.

Table 4 indicates that there has been an increase in the number of participants in the economic empowerment programme over the years bearing in mind that all statistics were not available at the time of writing.

3.4 Potential Centre/ partner programmes

The Centre engages on an on-going basis with organisations that wish to join as on- or off-site partners. The Centre also initiates its own projects from time to time such as the resource centre that is in the process of being established (June 2006). The following provides a brief description of the resource centre and potential partners being considered for the kitchen project:

• Resource centre

At the time of writing the Centre was in the process of establishing a resource centre for the shelter women, which would house computers, newspapers and other resources. The Centre also hopes to provide Internet connection. The Centre intends to contract a service provider for provision of on-site training in Internet and computer skills as well as CV writing. By securing computer and CV writing skills, the women's chances of securing work could be improved. Similarly, the women would be able to search for work more easily if they had access to and knew how to use the Internet. The Centre has, over the past couple of years, received approximately eight computers as donations, which they intend to have upgraded and connected by September 2006.

• Partnership programmes/projects

The Centre has been speaking to several people who are interested in participating in the Economic Kitchen project, including the Healing Business and G & D

Guesthouse.

Economic Kitchen project

The Healing Business has shown an interest in taking over the management of the kitchen, and providing training and placement. They would consider running their Silvertree project¹³ from the Centre, as they feel it made more sense for them to run all their projects from one venue. One of the aims of the project would be to provide training to women between the ages of 18 and 35 in preparation for work in the hospitality industry and hotels. Another aim would be to provide training to women of all ages in catering skills. These trainees would be encouraged to start their own catering businesses. Talks are still in the very early stages and the Centre is keeping its options open.

The Centre also approached the owner/manager of G & D Guesthouse, on the recommendation of Kolping Society, to request assistance with training in the hospitality sector. G & D Guesthouse agreed to provide training services and subsequently submitted a funding proposal to the Department of Labour on behalf of the Centre. The target groups of the project are shelter residents, Christel House mothers and Kolping clients. The project would also provide employment opportunities for the women once they have completed the training. Other functions of the project would be to provide catering services to organisations that use the Centre's meeting and workshop facilities as well as to run a canteen for Centre and partner staff members.

The funding, if approved, would be paid to the service provider who in turn would provide training for the women as well as training materials. The funding would also be used to pay for the services of a trainer/chef for the duration of the training course, after which time the Centre would take over payment of the chef's salary and would also bear all the costs incurred through the catering services.

G & D Guesthouse anticipates training twelve women at a time. The SBCWC would be required to provide space

13. *Selfhelp Manenberg runs the Silvertree project from the Silvertree Youth Centre in Manenberg. The project provides training in hospitality and catering services to young adults from Manenberg. The trainer has accreditation with THETA but Selfhelp Manenberg is still waiting for accreditation to be granted for the course material.*

SBCWC economic empowerment programme

for the training, participants and a three-month job-shadowing/internship programme, over and above the training period. G & D Guesthouse would identify a qualified trainer/chef to conduct the 8-10 week chef assistant's course. Trainees would be required to do three months of job-shadowing work alongside the chef at the Centre. Training courses would carry accreditation by THETA and the DoL. The Centre would pay the women a wage during the job-shadowing period. Thereafter, a couple of the women would be hired on contract basis to assist with the catering services.

Further, G & D Guesthouse would assist with job placement but the Centre would be required to take responsibility in this regard. Kolping has also offered to assist with job placement, in exchange for placement in the courses for some of their trainees. According to the job skills manager, the shelter women would get preference in relation to job placement.

The job skills manager feels that the prospect of earning a wage during the job-shadowing period would serve as an incentive for the women to complete the relatively lengthy course.

4. Discussion

Further findings of the study are discussed below under the headings of successes, benefits and challenges encountered in the economic empowerment programme.

4.1 Successes and benefits

Despite the programme being an extremely challenging one to implement, there have been definite benefits to the various role-players. It has, however, been difficult to measure the medium-term impact of the programme accurately because, as previously mentioned, the Centre has difficulty in keeping track of the women once they leave the shelter. There is, therefore, no way of knowing the number of women who may have secured work as a result of skills they acquired at the Centre.

During 2005, 72 of the 126 women who stayed at the shelter qualified to participate in the job skills programme in that they were at the shelter for two weeks or more and would have been absorbed into training programmes if any were in progress at the time. Programmes such as home-based care, HIV/AIDS and first aid are conducted on a quarterly basis resulting in women who stay for shorter periods missing training altogether (See Chapter 3.2.2). The exact number of women who participated was not known but the Centre is in the process of putting systems in place to record shelter resident information more accurately and comprehensively.

The following paragraphs discuss some of the successes and benefits to particular actors.

4.1.1 Management and staff

This section includes successes and benefits that emerged in interviews with Centre and shelter management and staff members.

Development of this programme has been a rich learning experience for Centre management and staff, especially in terms of the interrelationship between gender-based violence, trauma and job skills development. It had become

clear over time that one cannot focus on job skills development in isolation of other factors that impact on the women, such as depression and trauma.

Although the challenges posed by the economic empowerment programme were ongoing and often frustrating, management and staff found it rewarding witnessing the women becoming increasingly confident during their stay at the shelter where the programme was successful.

Centre management felt it was meeting an important need and fulfilling its duty as a service provider by offering the women the opportunity to learn income-generating skills. The Centre also felt that, by forging partnerships with organisations that provide employment opportunities and by facilitating the shelter-cleaning project, it was addressing the women's need to earn some form of income during their stay at the shelter. It was especially rewarding for management and staff when the women managed, on occasion, to secure more permanent work.

The Centre enjoyed financial benefits from funding it received for all of its economic empowerment projects, including start-up costs for the kitchen project and soap factory. The Centre also benefited by receiving financial contributions from the partner organisations for the space they occupy and the services they receive from the Centre. The shelter gained by saving on petty cash expenditure as a result of the women being able to contribute to expenses that would otherwise have been payable by the shelter, for example, travelling costs (See 4.2.4 under 'Economic need versus job skills development').

4.1.2 Economic empowerment partners

Partner organisations generally agreed that it was an advantage for them to be Centre partners. They valued being able to refer their clients to the various on-site counselling and legal service providers. For example, three of the seven non-shelter partner interviewees sought advice from the on-site Trauma Centre for themselves.

Discussion

Partners found being located at the Centre more favourable than being situated in the heart of Manenberg, in terms of safety and accessibility. They believed that their business associates might not have been as willing to travel into Manenberg, as they were to call at the Centre. One expressed appreciation at being afforded the opportunity to learn about gender issues by virtue of being located at the Centre.

Networking opportunities were increased as a result of the flow of international and local visitors to the Centre, which provided all the partners with additional exposure. Organisations such as the Healing Business sometimes secured work contracts from visitors to the Centre, as well as from other Centre partners.

Funding opportunities were increased, as donors generally favoured funding organisations that were in partnership rather than those that operated independently.

4.1.3 The women

The following is based on the interviews with those ex-shelter residents who could be contacted. This could introduce bias because six of the nine ex-shelter interviewees had secured work through the Centre, which meant they were more easily contactable than ex-residents who did not secure work via the Centre. The fact that they had work also meant there was a bias in the number of working interviewees.

Shelter residents and unemployed women from the community (non-shelter residents) are able to participate in certain of the Centre's economic empowerment programmes and projects. Community members are included as it is felt that those who might be in abusive or potentially abusive relationships will also benefit from the programme as an empowering mechanism. Participation by women from the community is, however, limited due to space and budgetary constraints. Shelter residents remain the focus of the Centre's economic empowerment projects. The following is a profile of the women who participate in the Centre's economic empowerment programme as revealed by the interviews.

Profile

Surrounding community members (non-shelter residents)
These are generally poor women from Manenberg and to a

lesser extent from the surrounding areas. They participate in the on-site training/employment programmes such as the Healing Business and Kazak.

These interviewees had been with their particular organisations for an average of a year, except for one woman who had been with the Healing Business for approximately five years. Four of the seven interviewees were the sole breadwinners. Of these, two received government grants for one child each, even though one woman had three children.

The women's level of education ranged from Grade 6 to Grade 12. A couple of the women had basic sewing skills when they joined the respective projects. The women felt they would be able to use the skills and work experience they acquired in, for example, clothing factories, bridal, and fashion boutiques or working from home. Three reported that they accessed the services of the on-site Trauma Centre, one of whom volunteered the information that she was in an abusive relationship. At the end of the interview, which was done in March 2006, the woman was made aware that she could seek advice from the Centre's legal advisor. At the time of writing (mid-2006) she had not yet sought legal advice.

Shelter residents

The women who use the shelter services generally have very little or no money when they arrive at the Centre. They suffer from various degrees of mental stress, including anxiety and depression, as a result of years of trauma and financial challenges. There is often evidence of physical abuse, ranging from bruises to severe injuries. Many suffer from sexually transmitted diseases and there has been a marked increase in the number of HIV positive women coming to the shelter over the last few years.

The women stay at the shelter for an average of five weeks, ranging from overnight to up to 40 weeks (See Table 5 for the shelter resident profile). The average duration of stay was calculated based on duration of stay of all women during a one-year period. This was done because shelter interviewees were still resident when they were interviewed, which meant that there were no departure dates.

The interviewee's ages ranged from 23-55 years with nine of the eighteen women being between 30 and 40 years old. The ages indicate that all the interviewees fell within

Discussion

normal working age. The interviewees had an average of 1.8 dependents and their main sources of income were from wages earned themselves, partners (including husbands), ex-partners and government grants (See Table 5).

Educational levels of shelter interviewees ranged from Grade 2 to Grade 12 with five having matriculated and four not having reached beyond primary level. One resident had undergraduate credits with the University of South Africa (UNISA) and a diploma in short story writing.

The women had work experience in areas such as home and office cleaning, factory work, cashier/packing, sales, self-employment, clerical/administration, waitroning, catering/cooking, and managerial (in order of rate of prevalence). Other work areas included child and frail care giving, personal assistance/private secretarial, crafting, farm work, home industries, machine operating, sewing, and strolling (living and working on the street). The women had an average of 8.3 years of working experience per person, ranging from 5 months to 22 years.

4.2 Successes and benefits to the women

The successes and benefits reported in this section emerged in the interviews with the women and to a lesser extent with Centre and shelter staff members.

Most of the women felt that they benefited from the economic empowerment programme to a lesser or greater degree. They believed that the skills they learnt would help them in securing work, if not immediately, then once they have left the shelter. However, the attitude with which the women approached the programmes/projects depended greatly on the individual's psychological and physical state when she arrived at the Centre.

Many of the women who had positive attitudes saw the activities that the Centre had to offer as a window of

opportunity and embraced them fully. These individuals either secured work while still at the shelter or very soon after their departure. These were the women who generally took steps to change the dynamics of their relationship with their perpetrator. Some of them would file for divorce while still at the shelter while others felt empowered enough to negotiate a more equitable relationship with the person responsible for the abuse. See Case study 1 for a shelter resident's success story.

Case study 1

A letter of thanks to Saartjie Baartman Centre staff from Zeenat, a shelter resident:

I hereby wish to thank you for the wonderful support and hospitality you have shown me as well as to everyone else who was in need of help.

When I first entered your centre, I was destitute and confused – I couldn't focus clearly and thought that things will never come right for me because of my domestic life that was in a mess. I had no job, nowhere to go, but you opened your doors to me and helped me to the best of your ability. You also taught me ways to control myself – to be more assertive and in the process, enabling me to help those even less fortunate than myself.

During the course of my stay you motivated me to better myself by sending me on valuable courses, which has empower[ed] me as an individual. You gave me new vision and made me realise that I can make my own dreams come true.

I have completed the Home care course and now I earn a salary. You truly showed me that there is light at the end of the tunnel.

Therefore, I thank the staff of Saartjie Baartman from the depth of my heart. I will be forever grateful to you for helping me find myself and placing the key to a better life; a better future, in my hand. May your organisation grow from strength to strength.

Table 5. Shelter interviewee profile (averages based on interviews)

| Age | Educational level | Work experience | *Duration of stay | Number of dependents | Main sources of income |
|----------|-------------------|-----------------|-------------------|----------------------|--|
| 37 years | Grade 9 | 8.3 years | 5 weeks | 1.8 | Self, partner (including husband), ex-partner, government grant. |

**The average duration of stay was calculated based on duration of stay of all women during the period 01 September 2004-31 August 2005.*

Discussion

After spending eight weeks in the shelter, Zeenat secured work through the Centre as a frail care worker. She was deemed to be suitable for the job as she had completed the home-based care training course and had a very caring nature. She subsequently undertook training in health counselling, an interest that was sparked by her experiences in home-based care work. She also did regular, motivational speaking, addressing other women who experienced gender-based violence.

The women who were severely depressed or traumatised when they arrived at the shelter did not engage as enthusiastically with the programme. At least one interviewee, Mariam, did not participate in any of the job skills programmes, due to her level of depression. Her "mind was messed up" and she "couldn't think straight". She would sit outside for hours on end, thinking about her circumstances. She attended workshops conducted by the Trauma Centre, which was the only formal programme she participated in. She did, however, receive a lot of support from the shelter workers. Although her healing took longer, she ultimately emerged with an extremely positive attitude towards her future (See Case study 2 for a summary of Mariam's path to recovery).

Case study 2

Extracts from a letter of thanks to the staff of the Saartjie Baartman Centre from Mariam, an ex shelter and second-stage housing resident:

My stay at the shelter has come to an end. On the 2nd of August 2004, I stood outside and I looked at this place and I asked myself, "Is this the place I want to be in – a shelter?" But I never looked back from there and I have achieved great things and I really look forward to going into the outside world (a bit scared) but with staff like this what do I have to fear? You carried me through a year and seven months [much longer than the 'rules' say?] and I really found myself and became strong. I feel I can fight the world...

I felt happy and safe – it was like home. My kids never felt so good in many years. It is great to have found my family again and giving them that home that we had seven years ago.

Mariam was employed as a relief night supervisor at the Centre shortly after she and her children moved into second-stage housing. In January 2006, she secured a permanent post as night supervisor at the Centre. After spending a year and two months in second-stage housing, Mariam and her children moved into an apartment attached to a house, which was within walking distance from the Centre. She planned to save money and start a detergent manufacturing business of her own. She had the required expertise and knowledge, as she and her husband ran a similar business before she came to the shelter.

The following highlights further successes and benefits:

Building confidence and self-esteem

The women felt they gained confidence steadily once they started participating in the life and job skills training courses. They felt further empowered if they secured work during their stay at the shelter. Most of the women who were interviewed had completed at least one or two job skills development programmes by the time they left the shelter. This sense of achievement helped to restore the women's pride and self-esteem. This was evident to staff members by the change in demeanour of many of the women from their time of arrival to their departure from the Centre.

An added sense of achievement for the women was the public acknowledgement of their achievements in the form of a graduation ceremony, which the shelter held on a quarterly basis, for the women who completed training courses. Course facilitators, and Centre and shelter staff were invited and certificates were issued to the women. Lunch was served and the celebration usually turned into a big party.

Acquiring skills

Some of the women felt they acquired job skills that they might otherwise not have done. As previously mentioned, most of them participated in one or more of the skills development projects. They acquired skills in areas such as home-based care, office cleaning, HIV/AIDS counselling, first aid work, catering, sewing/beading, among others. The women also learnt various crafting skills.

Centre staff believed that the women had the opportunity to learn work ethics (e.g. reliability and punctuality), which could better prepare them for formal employment.

Discussion

However, the personal problems that the women experienced often impacted negatively on their behaviour in the workplace (See Chapter 4.1.3 under 'Shelter residents').

Employment opportunities

The women appreciated being able to earn some form of income while in the shelter as they were generally in dire need of immediate cash. They found the shelter's cleaning and car-washing projects helpful and some earned a wage by caring for the children of working shelter and second stage residents. Others earned an income by doing house-cleaning chores for second-stage housing occupants. On occasion, partner organisations offered part-time employment to shelter residents (See sections 3.2.1). Centre and partner staff members also employed the women to do home-based care and domestic work in their homes.

Nine of the eighteen shelter and ex-shelter interviewees were successful in securing either permanent or part-time employment as a result of being at the Centre. The Centre recommended three of the nine women for positions that included home-based care, domestic work and cooking. Another obtained fulltime work as night supervisor for the Centre/shelter while two others arranged to do domestic work and home based care for a Centre staff member and an ex-partner respectively. The Centre facilitated placement for two women with the Network on Violence Against Women. Yet another secured office-cleaning work while she was still at the shelter by being recommended by a fellow shelter resident. She worked in this position for six months before leaving as a result of the high travelling costs in relation to the amount that she earned. Those who secured work as home-based care workers did so by virtue of the training they received at the Centre.

4.2 Challenges

The SBCWC, as a forerunner in providing on-site job skills development at a women's centre, had very little to draw from and was forced to learn by trial and error. Although there have been successes and benefits the programme has presented great challenges over the past seven years, some of which are highlighted in the stories about the Centre/shelter and partnership programmes and projects in Chapter 3.2. The challenges posed are an indication of the complexity of implementing such a programme. The

following are some of the challenges the key role-players have encountered over the years.

4.2.1 Management

The challenges reported in this section emerged in the interviews with management and analysis of information that emerged in the interviews with partner organisations and other key role-players.

Securing suitable service providers

The economic empowerment programme differed from the Centre's life skills and counselling programmes in the sense that it involved money, which left room for mismanagement on the part of the partners. An on-going challenge that Centre management faced was forging reliable, trustworthy partnerships.

It was also difficult to find organisations that were prepared to pay fair wages in the case of those who offered employment. Prospective partners sometimes viewed the Centre/shelter women as cheap labour and thus offered low wages.

Another challenge was securing service providers who offered meaningful training programmes, which carried accredited qualifications. The skills development and accreditation system in South Africa is still relatively young and it involves a great deal of bureaucracy. Potential service providers reported that the waiting period for accreditation was extremely long. Some said that they had already been waiting for between one and three years since applying.

Continuity in services

Table 3 indicates that there has been a fairly rapid turnover of partners over the seven years since inception of the Centre. This means that there is frequent interruption in service delivery to the clients, which causes a break in continuity of services because new partners that come on board generally offer different services to previous partners.

Contracts, monitoring and evaluation

It is evident from the partners' stories in Chapter 3.2.2 that non-compliance with partnership agreements has been an on-going problem. Due to limited human and financial resources, the Centre had no formal monitoring and evaluation system in place to measure the levels of success of

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either Centre or partner projects, or to ascertain whether partners were complying with contract conditions. Lack of formal monitoring and evaluation also made it difficult to identify and deal with potential problems. As previously mentioned, the Centre is in the process of formulating revised partnership agreements as well as monitoring and evaluation systems as an outcome of a strategic planning process that is currently underway (See Chapter 3.2.2 under 'Kazak' footnote 8).

Statistical data collection and tracking system

As previously mentioned, the Centre has not had a systematic process of collecting and storing Centre client or shelter resident information. It was, therefore, not possible to accurately determine the level of success of the programme. The Centre is currently compiling a database of clients which will reflect information that could be used to inform existing and new projects.

The lack of a tracking system also meant that ex-trainees could not be contacted when work opportunities arose. The Centre experiences great difficulty generally in keeping track of the women once they leave the shelter as they move home frequently.

4.2.3 Economic empowerment partners

The following are some of the challenges that emerged in respect of the partner organisations:

Utilisation of services

Table 3 indicates that the on-site economic empowerment partners have had very few shelter residents participating in their programmes and projects. The economic empowerment partners generally felt that their services were not reaching shelter residents as much as they could do. They acknowledged that their criteria were sometimes restrictive to the shelter women. See Chapter 3.2.2 for criteria of partners such as the Healing Business, Jobstart and Kazak that made it difficult for shelter residents to participate. This meant that these partners were not meeting the Centre's needs in terms of empowering women that have experienced gender-based violence, although some of their other participants might have experienced gender-based violence. They expressed a desire to involve the shelter women more fully in their programmes and projects in the future.

Commitment

Although there were no data available to show completion and non-completion rates of training courses among the women, implementing staff and service providers felt that the women sometimes showed a lack of commitment. Staff felt that, on occasion, the women were either unwilling to participate at all or they attended irregularly and dropped out before the end of the training. Staff believed this was as a result of the emotional state of the women (See Chapter 2 for effects of gender-based violence). The women also reportedly lost interest because their short-term financial needs were not met. Some exited from training programmes if they managed to secure either casual or permanent employment.

The job skills manager reported that on the home-based training course, which was held in the first quarter of 2006, one out of the eight women who participated did not complete the five-day course because she attended court on one day and was ill the following day. She was allowed to continue with the course, but did not receive a certificate on completion. Further, only four out of eight women who signed up to do the home-based course that was run during the second quarter of 2006 turned up for training. The reasons offered by the women who did not attend included having to sort out personal matters, not feeling inclined to attend, and wishing to sleep late.

Service providers found it difficult to implement their programmes successfully when attendance was irregular. It also meant that the women in question did not derive the full benefit of the programmes. The home-based care facilitator indicated that if a participant missed out four hours or more of training, she would not be awarded a certificate. This is in order to ensure that participants are fully trained in all aspects of the course, as well as to protect the reputation of the service provider.

Sustainability of programmes/projects

The women who were contracted by the Healing Business and Kazak depended on the programmes being sustainable in the long term. This was very difficult in light of the shortage of demand for locally manufactured goods as a result of cheap imports flooding the market (See Chapter 3.2.2 'Selfhelp Manenberg Adult Programme'). Consequently, the women secured work for only part of the year and never knew when their next contract might be forthcoming.

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Liaison between partners

Partners generally felt that they were not working closely enough with one another. They felt they had much to gain from sharing ideas and experiences, and by being supportive of one another. The Centre is in the process of facilitating a series of 'team-building' events, which will include all Centre, shelter and partner staff members. The intention is to get everyone to meet on an informal basis, in the hope that they will liaise more freely around work issues.

4.2.4 The women

The challenges reported in this section emerged in the interviews with the women and to a lesser extent with Centre and shelter staff members. See biases as outlined in 4.1.3 under 'Successes and benefits to the women'.

One of the implementing staff members believed that factors like money, the children, work and accommodation affect the way in which the women approach their training programmes and projects. It is therefore necessary that as much as possible is done to address the challenges faced by the women, as they are the ones whom the programme is intended to help. The following are the main challenges experienced by the women.

Counselling

The women arrive at the Centre suffering various levels of mental trauma, which has a direct impact on their approach towards both the life and job skills programmes (See Chapter 4.1.3). Although the women receive regular counselling, sessions are interrupted when they attend training courses as the counselling is held during the day.

A couple of shelter interviewees reported that they lacked the coping skills needed to help them deal with their situations when there was no group counselling. They dealt with the situation by holding group sessions in the evenings but felt that they needed formal group counselling. The Centre employs a part-time counsellor, who provides counselling on a Saturday morning for the shelter women who work outside of the Centre. The Centre could arrange for the part-time counsellor to conduct group counselling sessions on Saturdays, when needed, but that would mean having to arrange supervision for the children.

Economic need versus job skills development

The main objectives of the economic empowerment programme are to ensure that the women learn income-generating skills and earn some kind of income. Although the women receive accommodation and food from the shelter, they need money to pay for, among other things, school fees, toiletries, items for the children, travelling costs and hospital fees.

The Centre helps to address the women's financial need by offering them the opportunity to clean the Centre's hall, boardroom offices and toilets (See chapter 3.2.1 'Centre/shelter projects'). The amounts the women earn from the cleaning tasks, although appreciated, are insufficient to cover all their needs. The number of work sessions the women secure depend on the number of women in the shelter at any one time. Each woman gets, on average, two work sessions per month. The shelter provides the women with loans if they need money for travelling costs and there is no 'paid' work available. The women repay the loans when they have a chance to do paid duty or in some instances, when they receive their grants. Nevertheless, it remains a challenge for the Centre to forge partnerships that will create more sustainable sources of income so that the women are less dependent on the shelter with its own limited financial resources.

The study revealed that longer-term training programmes such as the kitchen project and those offered by Kolping were less popular than others because the women could not afford to attend long-term training without payment (See Chapter 3.2.2 'Partnership programmes/projects'). In a sense, they were trading the opportunity to learn valuable skills that could secure them meaningful work in the future for the opportunity to earn money immediately, albeit a modest amount.

Further, the women felt it was not worth their while working for the low wages paid by organisations such as Kazak (See Chapter 3.2.2 'Partnership programmes/projects').

Communication and information dissemination

The study revealed that contact between the job skills manager and the trainees was limited, with the main line of communication being via the shelter staff. Information in respect of training got passed on to the shelter manager, social worker or house organiser who, in turn, informed the

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women. Some Centre/shelter staff members felt that it was important for the job skills manager, social worker and the women to work closely together in order to strengthen relationships among the main role-players.

The women felt that they were sometimes given short notice of training courses. They also found it inconvenient hearing about postponement of training at the last minute as it was difficult for them to reschedule prior commitments. According to the job skills manager, training was postponed twice during 2005. The reason for the postponements was that residents signed up for the courses but left before training began, resulting in the classes being too small to continue. Up until recently (early 2006) the HIV/AIDS and first aid facilitator would proceed with training if there were as few as four women present. The facilitator subsequently informed the Centre that it was not financially viable to conduct training with fewer than seven women.

Preparation for the workplace

Due to lack of financial resources, the Centre has not been able to offer formal training or guidance in C.V. writing, interviewing skills, or job-seeking strategies. The social worker and, on occasion, volunteer students prepare CVs for the shelter women when they require them. The social worker also assists, on an informal basis, by imparting interviewing skills during counselling sessions. Further, she allows the women access to the phone to follow up on job opportunities. She believed that unless the women's employment and accommodation concerns are addressed, they would not be able to focus during their counselling sessions.

Employment opportunities

The women felt there was a shortage of employment opportunities for them once they had completed the training. This could be attributed to the fact that the Centre does not actively seek work for the women, due to limited capacity and resources. Another reason could be the high number of unemployed people in relation to the number of jobs that become available at any one time in Cape Town. This means that shelter residents are competing with many others for the same jobs.

The Centre is in the process of establishing a database that will show, among other things, the number of women

who secured employment as a result of the training they received at the Centre.

Meeting programme/project criteria

The low level of participation by the shelter residents in programmes run by partners such as the Healing Business, Kazak and Jobstart is in part due to the fact that they have criteria that are restrictive to the shelter women. As previously noted, the Healing Business favours working with women from Manenberg, while Jobstart preferred working with women who had fixed places of residence (See Chapter 3.2.2). Further, the women who worked for Kazak needed to have some level experience in the type of work the organisation offered, otherwise they would not be able to work at a speed that would result in worthwhile earnings.

Duration of training/Length of stay at the shelter

The longer-term training programmes (two-six months) such as those offered by Kolping and RAG were not very popular among the women. This was because their time was usually up at the shelter before they completed the course, which meant that travelling costs became the responsibility of the women, and because they could not last without earnings for this length of time. They often had no choice but to quit the longer-term training programmes. Hence, the residents tended to favour the shorter-term training programmes (up to one week).

Several Centre and shelter staff as well as shelter residents agreed that the three-month maximum stay at the shelter was too short. They felt that, as the women came in with different levels of trauma, they took varying times to settle down. These interviewees felt that the length of stay should be extended to approximately six months, which would allow the women time to settle into the shelter, undergo counselling and receive some life skills training before they joined any of the job skills training programmes, yet still have time for a job skills training programme of adequate duration. On the other hand, others felt that they would have to turn women away if they extended the duration of stay.

The following chapter outlines some recommendations as a way forward.

5. Recommendations/ A way forward

This study has highlighted the importance of an economic development programme such as the one run at Saartjie Baartman Centre to the shelter residents as well as to women from the surrounding communities. One sees in Chapter 4 that although the economic empowerment programme has enjoyed successes it has experienced great challenges over the years. The following recommendations are made to Centre/shelter management and staff, and BoM as a way forward.

5.1 Staff

The job skills manager and the social worker should work closely with each other, constantly exchanging information about the various programmes and progress of the trainees. This could be done on a weekly basis and be made part of institutional process, which would help to improve communication and the smooth running of the programme.

5.2 Centre/partner programmes

Strategic planning and implementation

The Centre should do regular strategic planning for the job skills development programme and put operational plans in place that would ensure proper implementation. Strategic planning would serve to clearly identify the aims and objectives of the economic empowerment programme as well as set performance indicators in terms of key result areas. It would mean that the Centre has a definite plan to work from when choosing partners that meet the needs of both the Centre and the women in terms of profiles, values and principles. The programme and implementing staff members should be monitored regularly to make sure that short-term goals are being met and that long-term goals are being worked towards.

Contracts and service level agreements

As previously mentioned, the Centre is in the process of revising its partnership agreement as one of the outcomes of a strategic planning process. The Centre needs, however, to introduce a service level agreement (SLA), which is a document that defines a clear relationship between the

Centre and partner organisations in terms of service delivery, and rights and responsibilities of each party. The SLA would serve to set boundaries, conditions, penalties and expectations.

The SLA needs to have commitments that are realistic and measurable and key performance indicators that result from the stated commitments. This would ensure that a clear, measurable standard of performance has been set. Agreed upon penalties need to be in place in the event of non-compliance. This would serve to minimise misunderstandings in the future. (Wustenhoff 2002.)

An SLA is important because, as mentioned above, it sets boundaries and expectations for both parties in terms of commitment of service delivery to the client. Clearly defined commitments would assist the service provider to stay focussed on the client's needs and would serve to minimise disputes. Key aspects of a service level agreement would include:

- What the service provider is promising;
- How the service provider will deliver on the promises;
- Who will measure delivery;
- How will delivery be measured;
- What steps will be taken if the service provider fails to deliver as promised; and
- How often will the service level agreement be reviewed to see if changes need to be made. (Adapted from Wustenhoff 2002).

The service level agreement should be monitored as part of the overall performance management process of the Centre. That is, in order for the Centre to operate more effectively it needs to have a monitoring and evaluation process in place for all its partners, programmes and projects.

Programme development

• *Monitoring and evaluation*

The Centre should implement an on-going monitoring system for partner organisations, as well as a process of evaluation, which could be done on a regular basis. This

Recommendations/A way forward

could be done in the form of peer assessment or the BoM could nominate persons to conduct the evaluation. The Centre should put in place policies in respect of actions that could be taken in the event that partners are not fulfilling their contract conditions. Organisations that are found to be exploiting the women in any way should have their contracts summarily cancelled.

• *Developing existing programmes/projects*

Existing Centre programmes such as the soap factory project could be improved upon. The project could be resuscitated by the soap being marketed aggressively and on a continuous basis. The job skills manager, who is also responsible for marketing, needs to try and implement several marketing initiatives at any one time. She could explore opportunities such as craft markets and setting up of kiosks at strategic points as well as advertise to organisations such as hotels, guesthouses, bed and breakfasts, tourism outlets and health shops. Business organisations could be approached to use the soaps as gifts at corporate functions. The Centre could open the factory to tours by visitors. These are some of the strategies that could be used in assisting projects to become financially sustainable.

The childcare assistance project could be extended to provide relief for the childcare worker at lunchtimes.

The job skills manager should liaise with existing partner organisations on a monthly basis, or more regularly if necessary, to discuss their programmes and to help identify and avert potential problems. There should be transparency about wages paid and labour practices so that the Centre can see whether partners' practices remain fair or not. Partners should be required to make more of an effort to accommodate the shelter women in their programmes, even if it means adjusting their existing programmes to suit the women. They have, after all, undertaken to include the women in their respective programmes.

• *Screening prospective partners*

The Centre needs to be especially careful when screening potential partners. They should take care to forge partnerships only with those organisations that are able to offer direct, quality services to the women and whose criteria are appropriate. As suggested in the *SBCWC Story* (2005), the Centre should find out what the ideological views and values of prospective partners are before entering into

partnership with them. New and existing partners should commit to upholding the core values of the Centre even if their organisations do not share the same ideology. The Centre should ensure that the work ethics and principles of potential business partners are sound. (*SBCWC Story* 2005: Chapter 7.3.) This might help to reduce challenges such as those that were experienced with the Economic Kitchen Project (See 3.2.2).

Statistical data collection

The SBCWC should create and maintain a database of Centre clients and shelter residents who participate in training or employment programmes at the Centre, reflecting dropout rates and reasons for not completing training. The database should also reflect the number of shelter women who secure employment through Centre contacts. The database should include information about the children's schooling details, which would assist in the event that the mother changes addresses without notifying the Centre.

Tracking system

The Centre should implement a tracking system, which would enable ex-residents and ex-trainees to be followed up. The Centre could offer incentives for ex-residents to maintain contact so that the Centre could track their progress over time. The Centre could, for example, hold annual reunions or similar activities for ex-shelter residents. Ex-residents could also be invited to participate in training and work programmes, depending on availability of space. These activities would help to motivate the women to keep in touch with the Centre once they leave the shelter. In time, the Centre will be able to use the information gathered to assess more accurately the effect that the training programmes have on the women.

5.3 Project choice

The Centre needs to be extremely careful when choosing new partners. They need to be very clear about what the needs of both the women and the Centre are and to match these needs with partners whose profiles fit the requirements. This would hopefully result in a greater number of shelter women participating in partner programmes and projects. The following are some recommendations in terms of the women who participate in the programmes and projects:

Recommendations/A way forward

Training programmes/projects

The women were generally satisfied with the training courses that were offered to them, but some felt that there could be additional skills development projects such as computer training, hairdressing, candle- and soap-making, and other crafts. Some of these activities take place at the Centre on an ad-hoc basis, therefore, many of the women miss them altogether. The Centre could try to secure training for some of the activities on a more regular basis. The women also felt that the Centre should facilitate training in childcare assistance, and counselling skills so that they would be better empowered to assist other women survivors of violence when they leave the shelter.

Flexibility of training

The economic development partners who come on board need to understand that their projects have to remain flexible by making allowances for poor work performance by the trainees, such as absenteeism or a slowdown in performance due to illness, depression, tending sick children or legal obligations. (See Chapter 3.1 for criteria for participation.)

Selection and monitoring of trainees

An initial assessment could be done with the women to determine their experience, strengths, weaknesses and needs, in terms of training and employment. This information could help with placing the women in programmes that best suit their needs and desires. It could also serve to inform existing and prospective programmes.

Short group meetings could be held on a weekly basis, where the women are informed about training and possible job opportunities. Dates and outlines of the courses should be made available to the women in good time to allow them to organise their personal schedules. The women should be actively encouraged to participate in the programmes and not merely be informed about them. In addition to written notices being displayed on information boards, the job skills manager needs to convey notice of forthcoming training directly to the women.

Further, the job skills manager, in close liaison with the social worker, could monitor the women's progress in the job skills programmes/projects. The monitoring could take the form of weekly meetings between the job skills manager and individual women. In this way, the relevant parties could work together to identify and address problem areas.

It would also give the job skills manager an indication as to what kind of work the woman would best be suited to do once she leaves the shelter.

Duration of stay/training courses

As the needs and circumstances of the women accessing the shelter vary greatly, they require different periods to adapt to shelter life. Some staff members suggested that the maximum length of stay could be extended from three to about six months. Other staff members felt that the shelter would not be able to assist all the women who approach them for emergency accommodation if the duration of stay was to be extended. The following provides an outline of steps that the Centre/shelter can take if they decide to extend the period of stay.

Training could be done in three stages, with the women's progress being monitored and evaluated throughout this period. The following provides an idea as to how the three stages could run but these should be adapted to suit the needs of a particular woman. The structure of the three stages should be drawn up by the job skills manager and the social worker/s, in close consultation with the shelter women and adapted along the way as necessary.

The first month could serve as an orientation period, during which time the women would familiarise themselves with rules and regulations, and generally settle into life at the shelter. During this period the women would receive counselling, life skills training, and an introduction to the job skills development programme.

The second stage, of four months, would include intensive training in both life and job skills development programmes. This stage would include counselling in work ethics and C.V. writing, which could run concurrently with the other training programmes. The extended training period would enable the women to participate in the more lengthy courses, which would better prepare them for the workplace.

The third stage (final month) would include preparing the women for life outside of the shelter. This would involve providing support and advice about securing employment and safe accommodation.

Available statistics suggest that not many women stay for

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longer than the maximum three-month period allowed by the shelter. During the period September 2004-August 2005 seven out of a total number of 63 women stayed for twelve weeks or more, with the longest staying for sixteen weeks. The women are granted extensions under special circumstances such as not wishing to uproot the children if they are writing examinations or if the woman's accommodation will be available only after her date of exit. Another reason is if an employed resident is due to get paid only after her exit date.

While the above scenario may be successfully implemented with women who stay longer periods there are many more who stay for much shorter periods (five weeks on average). This means that the residents who stay for shorter periods will not be able to participate in the longer-term projects. The Centre/shelter can explore the possibility of running both shorter- and longer-term projects that will accommodate all residents, depending on availability of resources.

Payment while in training

The Centre could try to source service providers who are able to pay the women a small stipend while they do their training. The Centre could try to secure funding from existing and new local and international funders to assist with subsidising a portion of the stipend, especially in the case of the organisations that do not generally offer payment. The stipend paid should be the same amount for all the projects, to ensure that the women do not favour one over the other based on remuneration.

Working conditions

The Centre should forge partnerships only with organisations that offer quality services, fair remuneration and observe sound labour and business practices. Further, the Centre could develop an internal set of good practices that protect the women who are offered employment by Centre and partner staff. They should agree to pay the women fair wages and exercise sound working conditions.

Accessibility of training

The Centre could open up training programmes to ex-shelter residents, depending on availability of funds and space. Perhaps the Centre could negotiate with service providers to allocate a couple of placements at no cost. This will ensure that the women receive training and

capacity building on an ongoing basis even if they leave the Centre after less than six months.

Preparation for workplace

As previously mentioned, the women could receive counselling in work ethics, CV writing, interviewing skills and job-seeking strategies. This could be conducted as a separate project, which could run concurrently with the training programmes if the women's duration of stay and/or access to the work/training opportunities is extended as recommended above in this section (See 'Duration of stay/courses' in this section). Otherwise, these skills could be imparted in shorter (for example half-day) courses. The Centre should also facilitate training in small business skills so that the women who wish to start their own businesses would be better prepared to do so.

The women should have easy access to as many resources as possible to help them in securing gainful employment. The SBCWC's resource centre, once up and running, will help in this regard by providing access to the Internet, newspapers and other resources. The Centre should, however, conduct a survey with the women to determine the kinds of resource and reading material they would need and desire in the resource centre. The women should also have access to a telephone to enable them to follow up on employment advertisements and other leads.

Employment opportunities

Finally, the Centre could use innovative ways to try and increase job placement opportunities for the women. They could encourage existing partners to employ women in positions in their offices, similar to what the Network does on occasion. The women need to be more exposed to exposés and exhibitions that showcase job skills and business development opportunities. The women could be encouraged to start their own businesses, using any of the skills that they may have acquired over the years, or more recently at the Centre. The Centre could explore the feasibility of linking the women with business organisations.

The women who do HIV/AIDS and first aid, and home-based training could be linked with institutions that that may be able to offer leads to work opportunities. These could include local clinics, hospitals and homes for the aged.

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Held Interviews with:

(Participating shelter residents and partner clients were promised complete anonymity, hence, their names are omitted.)

Ahrends, I. Programme/Partnership Support Co-ordinator, SBCWC.

Cox, R. Shelter Manager, SBCWC.

Hendricks, M. Project Supervisor, Kazak.

Isaacs, D. Chairperson, Sonke Cape Route.

Louw, C. Social Worker, SBCWC.

Mandindi, T. Training Manager, Jobstart.

Manuel, I. Project Implementation Officer, Triple Trust Organisation.

McLeod, S. Job Skills Development Manager, SBCWC.

Pedro, I. Legal Adviser, SBCWC.

Petersen, R. Shelter House Organiser, SBCWC.

Reaach, R. Former Project Manager, Rafiki.

Skorge, S. Centre Manager, SBCWC.

Wessels, E. Director, Selfhelp Manenberg.

Williams, W. Programme Manager, The Healing Business.

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